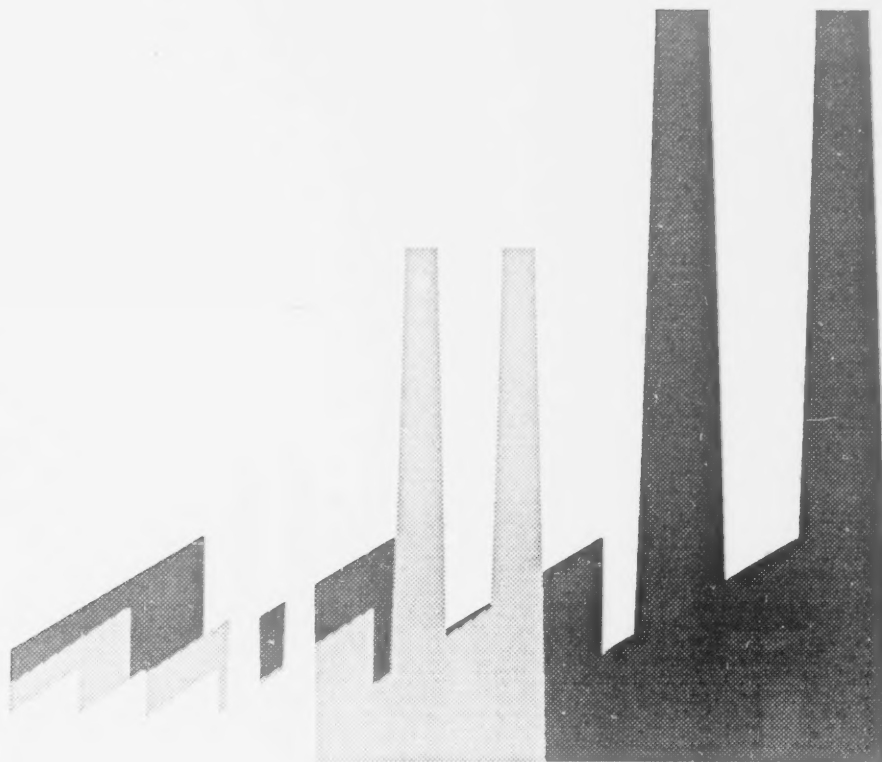


# Japan's Expanding U.S. Manufacturing Presence

1986 Benchmark Survey



Japan Economic Institute

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## 1986 Benchmark Survey

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### Introduction

Internationalization. That is the new business catchword in Japan. With the steep run-up in the yen increasingly blunting the competitive edge of Japanese exporters in world markets, the move toward offshore production, underway since the late 1970s, has accelerated rapidly. Nowhere is this trend more evident than in the United States, the biggest foreign market for Japanese producers. Between yearend 1980 and December 31, 1986 the number of Japanese-affiliated manufacturers in this country jumped two-and-a-half times to 539, including 48 companies in which businesses headquartered in Japan have minority interests. In 1986 alone 118 names were added to the list of U.S. manufacturing or assembly companies owned wholly or in part by Japanese corporate investors — 40 more than 1985's then-record increase. For Americans, though, the key number is jobs. Already at 135,000, the employment figure should show significant gains over the near term since Japanese manufacturers have set up or acquired U.S. production operations this year at a rate at least equal to 1986's and many existing Japanese-affiliated producers have announced major expansions.

### Japan's 1986 Investments in U.S. Production Facilities

The steep appreciation of the yen over the last two years has triggered far-reaching changes in the business strategies of Japanese exporters big and small. Their initial reaction, particularly in the all-important American market, was to hold the line on price increases to protect their hard-won sales bases. Exporters had the flexibility to absorb most of the yen's rise in their profit margins because corporate earnings had been boosted during the years of the weak yen by the decision to maintain export prices at existing dollar levels. The pricing policies of U.S. manufacturers gave Japanese rivals extra maneuvering room since many opted to rebuild profit margins battered in the first half of the 1980s by the strong dollar.

But trading earnings for market share here was not a sustainable response to the yen's surge in value. There were also limits to how much of the appreciation could be offset through additional cost-cutting. A different strategy was clearly required, one tailored to the fact that the cost of supplying the U.S. market through exports from Japan had permanently risen.

For most exporters the answer was obvious: continue to move production offshore. The only question for many was where — neighboring Asian countries or the United States. South Korea, Taiwan, Hong Kong and Singapore offered considerable advantages to manufacturers of products with little value-added as consumer electronics makers and producers in a cross section of other industries had discovered in the late 1970s. But there were also drawbacks to expanding U.S.-bound exports from Japanese-owned factories in Asia, beginning with existing or threatened U.S. barriers to imports from this region.

Other exporters concluded at the start that an American plant was their only option. These included a number of the early Japanese investors in the U.S. manufacturing sector — companies that had come here as a result of the 1978 appreciation of the yen or in response to import restraints and

learned that they could compete with domestic manufacturers on their home turf. Japanese businesses in industries where the cost of raw materials and/or energy is the key to international competitiveness also saw no alternative to production in this country since the United States has an edge on this score. The same was true for manufacturers of technology-intensive products, although their decision was influenced by political pressures. Neither did parts suppliers have any choice, given the new or expanded U.S. manufacturing operations of their Japanese customers.

The push and pull of these factors are evident in a new Japan Economic Institute benchmark survey of Japanese investment in U.S. production facilities. A record-breaking 103 Japanese majority-owned companies joined the ranks of domestic manufacturing or assembly concerns during 1986 — 32 more than the year before and a gain of 60 on 1984's total. Equally arresting, nine firms already turning out products in the United States started work on new factories or acquired additional plants, while a long list of other producers transferred product lines from their Japanese plants to their domestic ones. Moreover, Japanese corporations obtained shares of at least 10 percent but less than 50 percent in 15 U.S. manufacturing ventures last year, double the number for both 1984 and 1985.

Despite some concern in American business circles that the strengthening yen would lead to a wave of takeovers by Japanese corporate investors, plant construction remained the preferred market entry route in 1986. New investments continued to outnumber acquisitions by the same two-to-one margin that has prevailed since 1980, in part because the small and medium-sized firms that have generated most of the investment activity in recent years generally limit their initial U.S. operations to final assembly work. But takeovers by Japanese manufacturers, while still relatively rare, did attract attention last year simply because of the size of two of the buy-outs. One was the record-setting \$550 million purchase of Sun Chemical Corp.'s graphic arts group by Dainippon Ink & Chemicals, Inc.; the other was Sumitomo Rubber Industries, Ltd.'s acquisition of Dunlop Tire Corp. for \$245 million.

Whether newcomers to the U.S. manufacturing sector or repeat investors, Japanese companies continued to favor wholly owned production units or tie-ups with other firms from Japan rather than joint manufacturing ventures with American businesses. If anything, this trend was more evident in 1986 than in earlier years despite the mutual benefits that can be derived from partnerships. Only 21 of the 103 majority-owned companies established or acquired by Japanese investors last year were joint ventures, one less than in 1985 when tie-ups accounted for 30 percent of the investment activity. Moreover, none of them involved blue chip companies like the Mitsubishi Motors Corp.-Chrysler Corp. partnership and the Toshiba Corp.-Westinghouse Electric Corp. tie-up of 1985 or 1984's joint venture between Toyota Motor Corp. and General Motors Corp.

### Japan's Manufacturing Holdings in the United States: The New Count

At the end of 1986 Japanese corporate investors had a stake of 50 percent or more in 491 U.S. assembly or production companies, including 11 that will go into operation in 1988. While most Japanese exporters still have a small American manufacturing presence, whether measured by sales, investment, employment or all three indicators, the exceptions are becoming more numerous. At the top of the list are the automotive makers. Honda Motor Co., Ltd. has invested \$720 million in Honda of America Manufacturing, Inc., which this year turned out more than half of the 630,000 Hondas sold in the United States. Nissan Motor Co., Ltd. has put a comparable amount of money into Nissan Motor Manufacturing Corp. U.S.A., which now assembles all of the compact pickups Nissan markets here and about one-fifth of the cars. New to the list is Mazda Motor Corp.; its \$550 million car assembly plant went into operation in September. It will be joined next year by Toyota, which will start car production at its own \$800 million plant in addition to continuing operations with GM, and Mitsubishi Motors, whose \$700 million joint venture with Chrysler is scheduled for a late 1988 startup.

Some of Japan's consumer electronics giants also have a large and expanding U.S. manufacturing stake. Sony Corp.'s five American production subsidiaries make most of the color television sets, cassette tapes and compact discs the company sells here as well as several other products. Similarly, the

four domestic production units operated by Sanyo Electric Co., Ltd. supply a big part of the company's U.S. sales of color televisions, microwave ovens, stereo equipment, compact discs and small refrigerators. With some variation in the product lineup, the same applies to the U.S. manufacturing operations run by Matsushita Electric Industrial Co., Ltd.

Industrial electronics makers are similarly transferring output of an increasing number of products to their American plants. Fujitsu, Ltd. and NEC Corp. each have five production facilities making telephones and other communications equipment, semiconductors and computer products. Toshiba Corp. produces the same products here as well as televisions, videocassette recorders and microwaves. With the exception of communications equipment, so does Hitachi, Ltd., although it also makes TVs plus VCRs.

Also on the list are three companies that have expanded their U.S. manufacturing operations almost entirely through acquisitions — Nippon Kokan K.K., Dainippon Ink & Chemicals and Minebea Co., Ltd. NKK is half owner of National Steel Corp., this country's sixth-largest integrated steel producer with annual sales of \$2 billion-plus and 12,100 employees. DIC, as mentioned, bought most of Sun Chemical last year, a major manufacturer of printing ink and pigments. This acquisition strengthened the company's position in the printing ink business since it already owned a competitor, while complementing the output of Polychrome Corp., a supplier to the graphic arts industry. Minebea's U.S. manufacturing investments are more diversified, ranging from New Hampshire Ball Bearings Inc., a precision bearing maker acquired in 1985, to companies making electric motors and aircraft parts.

With many Japanese manufacturers turning out products at multiple locations, the plant count has always topped the number of majority-owned companies by a significant margin. In 1986, though, the two figures moved closer together because Mitsui & Co., Ltd. and Nippon Steel Corp. sold their half interest in aluminum maker Alumax Inc., which operates 89 plants in this country and employs 12,000 people, to AMAX Inc., their partner since 1974. Despite this loss, the 491 U.S. assembly or manufacturing companies in which Japanese investors owned a majority interest at yearend had 623 plants in operation or under construction.

California was home to 155 plants — one-fourth of the total, but it continued to lose ground last year in the increasingly stiff state competition for Japanese investment, gaining only six, primarily small, new facilities plus 11 acquired ones. Fourteen additional plants, mainly for the production of machine tools and automotive parts, earned Illinois the runner-up title with a total of 40. Georgia, the previous holder, dropped to third place, which it had to share with New Jersey and its 32 plants. With the addition of 11 more factories, including six of the 30 U.S. plants set up by Japanese auto parts makers, Ohio moved into the number-four position, just ahead of Texas (29 plants) and Michigan, which had 28 Japanese facilities, including nine built or acquired last year. New York regained sole control of seventh place with 26 plants as North Carolina moved down one slot, tied with Tennessee's total of 21 facilities. Washington also got bumped since its 20 plants were only good enough for ninth position in 1986. So did Pennsylvania, the site of 17 plants. Just missing the top-ten state list was Indiana, which upped its tally to 16 with the addition of five auto parts plants and five other factories. One plant behind was Kentucky, the winner of the Toyota factory plus seven auto parts facilities.

While the rising count of Japanese plants in the United States highlights the impact of the strong yen on the sales strategies of Japan's exporters, employment figures are a more revealing indicator of the changes taking place. The 480 majority-owned assembly and production concerns already in operation have 113,000 people on their payrolls. Add to this the number of jobs created or maintained by minority Japanese investments and the figure increases to 135,000. And that is not the end of the addition process. Another 10,000 or so jobs will open up as the 11 plants still being built go into operation, including 3,000 at Toyota and 2,900 at Diamond-Star Motors Corp., the MMC-Chrysler joint venture. Several thousand more positions will be generated when established investors complete their current expansion programs and the big number of investments announced in 1987 reach the production stage. In short, American jobs directly attributable to Japanese-affiliated manufacturers will soon pass the 150,000 mark.

## The Study

The Japan Economic Institute's new benchmark study of U.S. manufacturing or assembly companies owned by or affiliated with Japanese corporate investors was limited to firms that had plants in operation or under construction on December 31, 1986. This cut-off date eliminated a number of companies that had definite plans to build production facilities in the United States but had not broken ground by yearend, as well as several acquisitions that had not been finalized.

The results of the survey are contained in three appendices. The main appendix gives, in alphabetical order, the full name of each U.S. manufacturing or assembly company owned wholly or in part by Japanese corporate investors; the location of its plant or plants; the full name of what is known as the company's ultimate beneficial owner(s); the share of stock held by the corporate owner(s); whether the company was a new investment or an acquisition; the company's major product line(s); the approximate or actual number of people employed by the company as of 1987's fourth quarter; and when the company began production or, in the case of acquisitions, when the company was bought by Japanese investors. The second appendix presents a state-by-state listing of plant locations, while the third groups the products made in terms of four-digit Standard Industrial Classification codes.

## Appendices

Appendix 1: Alphabetic Listing of U.S. Manufacturing Affiliates of Japanese Companies

| Company                           | Plant Location             | Parent                                                                        | Share          | New<br>or<br>Acquired | Product Line                                                                                    | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-----------------------------------|----------------------------|-------------------------------------------------------------------------------|----------------|-----------------------|-------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| ●AMBRAKE Corp.                    | Elizabethtown, KY          | Akebono Brake Industry Co., Ltd.                                              | 50%            | New                   | Automotive disc/drum brake assemblies/components                                                | 100*      | 1988*                                     |
| AMTEX Inc.                        | Manteca, CA                | General Motors Corp.<br>Hayashi Telempu Co., Ltd.<br>C.H. Masland & Sons      | 50<br>50<br>50 | New                   | Automotive floor/trunk mats, door trim/other interior trim products                             | 42        | 1986                                      |
| AP Technoglass Corp.              | Bellefontaine, OH          | Asahi Glass Co., Ltd.<br>PPG Industries, Inc.                                 | 80<br>20       | New                   | Automotive safety glass                                                                         | 180       | 1986                                      |
| ARI Industries, Inc.              | Addison, IL                | Okazaki Manufacturing Co., Ltd.                                               | 100            | Acquired              | Temperature sensors/electric heating elements                                                   | 76        | 1980                                      |
| ASTRONET Corp.                    | Lake Mary, FL              | Mitsubishi Electric Corp.<br>Mitsubishi Corp.<br>Plessey Co., PLC             | 25<br>24<br>51 | New                   | Cellular mobile communications equipment                                                        | 50        | 1984                                      |
| ATR Wire and Cable Co.            | Danville, KY               | Tokyo Rope Manufacturing Co., Ltd.<br>C. Itoh & Co., Ltd.<br>Mitsubishi Corp. | 60<br>20<br>20 | Acquired              | Steel cord/bead wire for tires                                                                  | 680       | 1981                                      |
| AZS Corp.                         | Lakeland, FL               | Tosoh Manufacturing Co., Ltd.                                                 | 100            | Acquired              | Epoxy curing/flotation agents, defoamers, solvent extractions, polyester resins, thermoplastics | 90        | 1980                                      |
| Aderans & Alfieri Inc.            | New York, NY               | Aderans Co., Ltd.                                                             | 80             | Acquired              | Men's custom hairpieces                                                                         | 30        | 1985                                      |
| Airin Inc.                        | Los Angeles, CA            | JAPCO Ltd.<br>Mitsui & Co., Ltd.<br>Airin Co., Ltd.                           | 40<br>40<br>20 | New                   | Rice cakes                                                                                      | 50        | 1985                                      |
| ●Aisin U.S.A. Inc.                | Seymour, IN                | Aisin Seiki Co., Ltd.                                                         | 100            | New                   | Mechanical/other automotive components                                                          | 100*      | 1988*                                     |
| Ajinomoto U.S.A., Inc.            | East Raleigh, NC           | Ajinomoto Co., Inc.                                                           | 100            | New                   | Amino acids                                                                                     | 150       | 1981                                      |
| Akiyama Tsukemono California Inc. | Gardena, CA                | Akiyama Tsukemono K.K.                                                        | 100            | New                   | Japanese pickles                                                                                | 10        | 1983                                      |
| Alaska Pacific Seafoods Inc.      | Kodiak, AK                 | Marubeni Corp.                                                                | 100            | Acquired              | Frozen fish                                                                                     | 300       | 1979                                      |
| Alaska Pulp Corp.                 | Sitka, AK                  | Alaska Pulp Co., Ltd.                                                         | 100            | New                   | Wood pulp                                                                                       | 300       | 1954                                      |
| ●Alcan-Sumitomo Electric Inc.     | Research Triangle Park, NC | Sumitomo Electric Industries, Ltd.<br>Alcan Aluminum Corp.                    | 51<br>49       | New                   | Composite optical-fiber ground wire cable                                                       | 30        | 1987                                      |
| Alcoa Conductor Accessories Inc.  | Spartanburg, SC            | Fujikura Ltd.<br>Aluminum Co. of America                                      | 20<br>80       | New                   | Accessories for overhead transmission lines                                                     | 100       | 1985                                      |
| Alcoa Fujikura Ltd.               | Spartanburg, SC            | Fujikura Ltd.<br>Aluminum Co. of America                                      | 49<br>51       | New                   | Fiber-optic cables                                                                              |           | 1985                                      |
| ●Alcoa Fujikura Ltd.              | Houston, MS                | Fujikura Ltd.<br>Aluminum Co. of America                                      | 49<br>51       | Acquired              | Automotive wire harnesses                                                                       | 500       | 1986                                      |
| ●Alcoa Fujikura Ltd.              | Ripley, MS                 | Fujikura Ltd.<br>Aluminum Co. of America                                      | 49<br>51       | Acquired              | Automotive wire harnesses                                                                       |           | 1986                                      |
| ●Alcoa Fujikura Ltd.              | Nashville, TN (3)          | Fujikura Ltd.<br>Aluminum Co. of America                                      | 49<br>51       | Acquired              | Automotive wire harnesses                                                                       | 95        | 1986                                      |
| ●Alerco and Hayward Steel, Inc.   | Sacramento, CA             | Kawasho Corp.                                                                 | 100            | Acquired              | Sheet-metal roofing/siding                                                                      |           | 1986                                      |
| Alerco and Hayward Steel, Inc.    | Union City, CA             | Kawasho Corp.                                                                 | 100            | Acquired              | Sheet-metal ducts, fabricated plate work                                                        |           | 1985                                      |

| Company                                                     | Plant Location          | Parent                                                                                 | Share          | New<br>or<br>Acquired | Product Line                                           | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------|----------------|-----------------------|--------------------------------------------------------|-----------|-------------------------------------------|
| Aluma Steel Corp.                                           | Sand Springs, OK        | Blue Chip Corp.                                                                        | 100%           | Acquired              | Trading stamps                                         | 60        | 1980                                      |
| Aluma Steel Div. Inc.                                       | Santa Fe Springs,<br>CA | Nissho Iwai Corp.<br>Nippon Koshuha Steel<br>Co., Ltd.                                 | 62<br>38       | New                   | Steel processing                                       | 30        | 1974                                      |
| Aluma Industrial Corp.                                      | Richland, WA            | Kanegafuchi Chemical<br>Industry Co., Ltd.                                             | 100            | New                   | Binder for fish feed, food<br>starches                 | 20        | 1982                                      |
| Aluma Industrial Corp.                                      | Los Angeles, CA         | Green Cross Corp.                                                                      | 100            | Acquired              | Blood products                                         | 800       | 1978                                      |
| *Aluma Industrial Corp.<br>Manufacturing of America<br>Inc. | Greenwood, IN           | Alps Electric Co., Ltd.                                                                | 100            | New                   | Automotive audio equipment/<br>switches                | 175       | 1987                                      |
| Alps Electric Co., Ltd.                                     | Garden Grove, CA        | Alps Electric Co., Ltd.                                                                | 100            | Acquired              | Computer keyboards, input<br>devices/disk drives       | 575       | 1985                                      |
| *Aluma Industrial Corp.                                     | Dutch Harbor, AK        | Marubeni Corp.<br>Taiyo Fishery Co., Ltd.                                              | 50<br>50       | New                   | Surimi (boiled fish paste)                             | 250       | 1986                                      |
| Aluma Industrial Corp. Manufacturing                        | Anaheim, CA             | Wards Cove Packing Co., Inc.<br>Amano Corp.                                            | 50<br>100      | New                   | Time recording/controlling<br>equipment                | 70        | 1979                                      |
| Aluma Industrial Corp.                                      | Sunnyvale, CA           | Fujitsu, Ltd.                                                                          | 46             | Acquired              | Mainframe computers, computer<br>disk drives           | 6,000     | 1973                                      |
| Aluma Industrial Corp.                                      | Dallas, TX              | Fujitsu, Ltd.                                                                          | 46             | New                   | Digital data communications<br>equipment               |           | 1979                                      |
| Aluma Industrial Corp.                                      | Rancho Cucamonga,<br>CA | Nakano Vinegar Co., Ltd.                                                               | 100            | New                   | Vinegar                                                |           | 1984                                      |
| Aluma Industrial Corp.                                      | San Francisco, CA       | Nakano Vinegar Co., Ltd.                                                               | 100            | Acquired              | Vinegar, cooking wine, sauces                          | 85        | 1981                                      |
| Aluma Industrial Corp.                                      | Watsonville, CA         | Nakano Vinegar Co., Ltd.                                                               | 100            | Acquired              | Vinegar                                                |           | 1981                                      |
| Aluma Industrial Corp. Seal, Inc.                           | Anaheim, CA             | Fuji Seal Industry Co., Ltd.<br>Nichimen Corp.                                         | 51<br>49       | New                   | Heat-shrink labels                                     |           | 1975                                      |
| Aluma Industrial Corp. Seal, Inc.                           | Fairfield, NJ           | Fuji Seal Industry Co., Ltd.<br>Nichimen Corp.                                         | 51<br>49       | New                   | Heat-shrink labels                                     | 90        | 1985                                      |
| *Aluma Industrial Corp.<br>Electronics Industries<br>Corp.  | Vancouver, WA           | Matsushita-Kotobuki<br>Electronics Industries,<br>Ltd.                                 | 100            | New                   | Color television sets,<br>videocassette recorders      | 160       | 1986                                      |
| Aluma Industrial Corp. Bearing<br>Manufacturing Corp.       | Orangeburg, SC          | Koyo Seiko Co., Ltd.                                                                   | 100            | New                   | Ball/tapered roller bearings                           | 200       | 1975                                      |
| Aluma Industrial Corp. Bearing<br>Manufacturing Corp.       | Schiller Park, IL       | NTN Toyo Bearing Co., Ltd.                                                             | 100            | New                   | Ball bearings                                          | 65        | 1971                                      |
| *Aluma Industrial Corp.                                     | Ogallala, NE            | Shizuki Electric Co., Ltd.                                                             | 100            | Acquired              | AC/DC capacitors                                       | 850       | 1986                                      |
| *Aluma Industrial Corp.                                     | Saline, MI              | Kawasho Corp.<br>Marusan-Ai Co., Ltd.<br>Eden Foods Inc.                               | 25<br>25<br>25 | New                   | Soy beverage                                           | 14        | 1986                                      |
| Aluma Industrial Corp.                                      | Canton, MI              | Yazaki Corp.                                                                           | 100            | New                   | Automotive wire harnesses                              | 100       | 1986                                      |
| Aluma Industrial Corp.                                      | Marietta, GA            | Mitsui & Co., Ltd.<br>Nypro Inc.                                                       | 50<br>50       | New                   | Plastic parts for electronics<br>industry/medical uses | 69        | 1981                                      |
| Aluma Industrial Corp.                                      | Stockton, CA            | Chuoken Sembei Inc.                                                                    | 100            | New                   | Rice crackers                                          | 40        | 1981                                      |
| Aluma Industrial Corp.                                      | North Canton, OH        | Ando Screen Co., Ltd.                                                                  | 75             | New                   | Screening equipment for liquid-<br>solid separation    | 15        | 1985                                      |
| Aluma Industrial Corp.                                      | Monrovia, CA            | Tokai Seiki Co., Ltd.                                                                  | 100            | Acquired              | Writing instruments                                    | 280       | 1984                                      |
| Aluma Industrial Corp.                                      | New York, NY            | Takihyo Co., Ltd.                                                                      | 100            | Acquired              | Women's clothing                                       | 280       | 1973                                      |
| *Aluma Industrial Corp.                                     | Menaca, PA              | Japan Styrene Paper Corp.<br>Mitsubishi Gas Chemical<br>Co., Ltd.<br>Arco Chemical Co. | 24<br>10<br>66 | New                   | Polypropylene/polyethylene foam<br>beads               | 30        | 1986                                      |

| Company                             | Plant Location     | Parent                             | Share          | New<br>or<br>Acquired | Product Line                                                                           | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-------------------------------------|--------------------|------------------------------------|----------------|-----------------------|----------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Aromat Corp.                        | Cupertino, CA      | Matsushita Electric Works, Ltd.    | 100%           | New                   | Electric circuit controlling components                                                | 120       | 1979                                      |
| K.N. Aronson Inc.                   | Arcade, NY         | Koike Sanso Kogyo Co., Ltd.        | 67             | Acquired              | Welding positioners, gas-cutting equipment                                             | 140       | 1985                                      |
| Asahi Graphic Arts Corp.            | Los Angeles, CA    | Nippon Sanso K.K.                  | 33             |                       |                                                                                        |           |                                           |
|                                     |                    | Asahi Kosoku Printing Co., Ltd.    | 100            | New                   | Offset printing                                                                        | 8         | 1981                                      |
| Asahipen America, Inc.              | Seattle, WA        | Asahipen Corp.                     | 100            | Acquired              | Paints, stains                                                                         | 20        | 1976                                      |
| •Asmo Manufacturing Inc.            | Battle Creek, MI   | Asmo Co., Ltd.                     | 100            | New                   | Plastic parts for automotive windshield washers                                        | 27        | 1987                                      |
| Atari Games Corp.                   | Milpitas, CA       | Namco K.K.                         | Majority share | Acquired              | Coin-operated video game machines                                                      | 170       | 1985                                      |
|                                     |                    | Warner Communications Inc.         | Minority share |                       |                                                                                        |           |                                           |
| Auburn Consolidated Industries Inc. | Auburn, NE         | Kubota, Ltd.                       | 49             | Acquired              | Landscaping/agricultural equipment                                                     | 100       | 1976                                      |
| Auburn Steel Co., Inc.              | Auburn, NY         | Sumitomo Corp.                     | 90             | New                   | Steel bars, channels, angles, flats, rounds/squares                                    | 315       | 1975                                      |
|                                     |                    | Kyoei Steel Ltd.                   | 10             |                       |                                                                                        |           |                                           |
| Barudan America Inc.                | Cleveland, OH      | Barudan Co., Ltd.                  | 100            | Acquired              | Monogramming/embroidery machinery                                                      | 26        | 1985                                      |
| Beech-Nut California Corp.          | San Jose, CA       | Morinaga Milk Industry Co., Ltd.   | 20             | Acquired              | Baby food                                                                              | 200       | 1977                                      |
|                                     |                    | Beech-Nut Foods Corp.              | 80             |                       |                                                                                        |           |                                           |
| Bellemar Parts Industries Inc.      | Marysville, OH     | Honda Motor Co., Ltd.              | 80             | New                   | Automotive seat assemblies/steel wheels                                                | 220       | 1982                                      |
|                                     |                    | Sankai Giken Kogyo Co., Ltd.       | 10             |                       |                                                                                        |           |                                           |
| Bellemar Parts Industries Inc.      | Russells Point, OH | Tokyo Seat Co., Ltd.               | 10             |                       |                                                                                        |           |                                           |
|                                     |                    | Honda Motor Co., Ltd.              | 80             | New                   | Automotive exhaust systems, catalytic converters, brake lines, door sashes/seat frames | 140       | 1985                                      |
|                                     |                    | Sankai Giken Kogyo Co., Ltd.       | 10             |                       |                                                                                        |           |                                           |
| Belletech Corp.                     | Bellefontaine, OH  | Tokyo Seat Co., Ltd.               | 10             |                       |                                                                                        |           |                                           |
|                                     |                    | Asahi Glass Co., Ltd.              | 60             | New                   | Automotive glass fittings                                                              | 55        | 1986                                      |
|                                     |                    | Takahashi Glass Industry Co., Ltd. | 20             |                       |                                                                                        |           |                                           |
| •Beloit Corp.                       | Rockton, IL        | PPG Industries, Inc.               | 20             |                       |                                                                                        |           |                                           |
|                                     |                    | Mitsubishi Heavy Industries, Ltd.  | 20             | Acquired              | Pulp/paper making machinery                                                            |           | 1986                                      |
| •Beloit Corp.                       | South Beloit, IL   | Mitsubishi Heavy Industries, Ltd.  | 20             | Acquired              | Pulp/paper making machinery                                                            |           | 1986                                      |
| •Beloit Corp.                       | Dalton, MA         | Mitsubishi Heavy Industries, Ltd.  | 20             | Acquired              | Pulp/paper making machinery                                                            |           | 1986                                      |
| •Beloit Corp.                       | Lenox, MA          | Mitsubishi Heavy Industries, Ltd.  | 20             | Acquired              | Pulp/paper making machinery                                                            |           | 1986                                      |
| •Beloit Corp.                       | Columbus, MS       | Mitsubishi Heavy Industries, Ltd.  | 20             | Acquired              | Pulp/paper making machinery                                                            |           | 1986                                      |
| •Beloit Corp.                       | Clarks Summit, PA  | Mitsubishi Heavy Industries, Ltd.  | 20             | Acquired              | Pulp/paper making machinery                                                            | 5,000     | 1986                                      |
| •Beloit Corp.                       | Aiken, SC          | Mitsubishi Heavy Industries, Ltd.  | 20             | Acquired              | Pulp/paper making machinery                                                            |           | 1986                                      |
| •Beloit Corp.                       | Federal Way, WA    | Mitsubishi Heavy Industries, Ltd.  | 20             | Acquired              | Pulp/paper making machinery                                                            |           | 1986                                      |
| •Beloit Corp.                       | Beloit, WI         | Mitsubishi Heavy Industries, Ltd.  | 20             | Acquired              | Pulp/paper making machinery                                                            |           | 1986                                      |
| •Beloit Corp.                       | Neenah, WI         | Mitsubishi Heavy Industries, Ltd.  | 20             | Acquired              | Pulp/paper making machinery                                                            |           | 1986                                      |

| Company                           | Plant Location      | Parent                                | Share | New<br>or<br>Acquired | Product Line                                                         | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-----------------------------------|---------------------|---------------------------------------|-------|-----------------------|----------------------------------------------------------------------|-----------|-------------------------------------------|
| Bering Sea Fisheries, Inc.        | Mouth of Yukon, AK  | Marubeni Corp.                        | 25%   | Acquired              | Frozen fish                                                          | 40        | 1972                                      |
| Berwick Steel Co.                 | Columbus, OH        | Nissho Iwai Corp.                     | 100   | Acquired              | Steel processing                                                     | 90        | 1985                                      |
| •Bestoflex Inc.                   | Adamsburg, PA       | Tofle Co., Inc.                       | 50    | New                   | Stainless steel flexible tubing                                      | 10        | 1987                                      |
| Bio Kyowa Inc.                    | Cape Girardeau, MO  | Dormant Manufacturing Co.             | 50    |                       |                                                                      |           |                                           |
| •Bioproducts, Inc.                | Stockton, CA        | Kyowa Hakko Kogyo Co., Ltd.           | 100   | New                   | Lysine                                                               | 74        | 1984                                      |
| •Bioproducts, Inc.                | Aurora, MO          | Mitsui & Co., Ltd.                    | 100   | Acquired              | Pet food flavorings                                                  | 80        | 1986                                      |
| •Bioproducts, Inc.                | Warrenton, OR       | Mitsui & Co., Ltd.                    | 100   | Acquired              | Pet food flavorings                                                  |           | 1986                                      |
| Bleim Steel Co.                   | Toledo, OH          | Mitsui & Co., Ltd.                    | 100   | Acquired              | Fish food                                                            |           | 1986                                      |
| •Bloomington Seating Co.          | Normal, IL          | Marubeni Corp.                        | 100   | Acquired              | Steel processing                                                     | 55        | 1985                                      |
|                                   |                     | Namba Press Works Co., Ltd.           | 50    | New                   | Automotive seats                                                     | 30*       | 1988*                                     |
| Bridgestone (USA) Inc.            | LaVergne, TN        | Douglas & Lomason Co.                 | 50    |                       |                                                                      |           |                                           |
| •Brother Industries (U.S.A.) Inc. | Bartlett, TN        | Bridgestone Corp.                     | 100   | Acquired              | Radial truck/bus tires                                               | 1,100     | 1982                                      |
| Bunmeido of Hawaii Ltd.           | Honolulu, HI        | Brother Industries, Ltd.              | 100   | New                   | Portable electric typewriters                                        | 300       | 1987                                      |
|                                   |                     | Bunmeido Confectionery Co., Ltd.      | 100   | New                   | Bakery products                                                      | 10        | 1965                                      |
| C&M Fine Pack Inc.                | San Bernardino, CA  | Chuo Kagaku Co., Ltd.                 | 40    | New                   | Disposable plastic containers                                        | 200       | 1986                                      |
|                                   |                     | Mitsubishi Corp.                      | 40    |                       |                                                                      |           |                                           |
| CKR Industries, Inc.              | Winchester, TN      | Watanabe Kosan Co., Ltd.              | 20    |                       |                                                                      |           |                                           |
|                                   |                     | Kinugawa Rubber Industrial Co., Ltd.  | 45    | New                   | Automotive sponge weather strip                                      | 120       | 1986                                      |
| Calhac Inc.                       | Cerritos, CA        | Chardon Rubber Co.                    | 55    |                       |                                                                      |           |                                           |
|                                   |                     | Honda Motor Co., Ltd.                 | 100   | New                   | Automotive air conditioning systems                                  | 48        | 1978                                      |
| California Steel Industries Inc.  | Fontana, CA         | Kawasaki Steel Corp.                  | 50    | Acquired              | Hot-rolled, cold-rolled/galvanized steel sheets/coils                | 850       | 1984                                      |
|                                   |                     | Companhia Vale do Rio Doce S.A.       | 50    |                       |                                                                      |           |                                           |
| California Woodfiber Corp.        | West Sacramento, CA | Marubeni Corp.                        | 50    | Acquired              | Wood chips                                                           | 13        | 1980                                      |
|                                   |                     | Taijo Paper Manufacturing Co., Ltd.   | 50    |                       |                                                                      |           |                                           |
| Calsonic, Inc.                    | Irvine, CA          | Nihon Radiator Co., Ltd.              | 100   | New                   | Automotive air conditioning systems                                  | 250       | 1976                                      |
| Calsonic Manufacturing Corp.      | Shelbyville, TN     | Nihon Radiator Co., Ltd.              | 100   | New                   | Automotive air conditioning systems, exhaust systems/radiators       | 500       | 1983                                      |
| Canon Business Machines Inc.      | Costa Mesa, CA      | Canon Inc.                            | 100   | New                   | Photosensitive drums/toner for copiers, typewriter ribbon cartridges | 150       | 1974                                      |
| Canon Virginia Inc.               | Newport News, VA    | Canon Inc.                            | 100   | New                   | Copiers                                                              | 160       | 1987                                      |
| Cast Forge Co.                    | Howell, MI          | Nippon Light Metal Co., Ltd.          | 20    | Acquired              | Aluminum wheels/other die-cast aluminum automotive parts             | 100       | 1982                                      |
| •Central Manufacturing Co.        | Paris, KY           | Kelsey-Hayes Co.                      | 80    |                       |                                                                      |           |                                           |
|                                   |                     | Central Motor Wheel Co., Ltd.         | 40    | New                   | Steel/aluminum automotive wheels                                     | 50*       | 1988*                                     |
|                                   |                     | Toyoda Tsusho Kaisha Ltd.             | 20    |                       |                                                                      |           |                                           |
|                                   |                     | Kelsey-Hayes Co.                      | 40    |                       |                                                                      |           |                                           |
| Century Tube Corp.                | Pine Bluff, AR      | Daiwa Steel Tube Industries Co., Ltd. | 100   | New                   | Galvanized steel tubing                                              | 150       | 1979                                      |
| Chateau St. Jean                  | Kenwood, CA         | Suntory Ltd.                          | 100   | Acquired              | Wine                                                                 | 100       | 1984                                      |

| Company                                      | Plant Location   | Parent                                                   | Share | New<br>or<br>Acquired | Product Line                                                            | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|----------------------------------------------|------------------|----------------------------------------------------------|-------|-----------------------|-------------------------------------------------------------------------|-----------|-------------------------------------------|
| Chickasha Cotton Oil Co.                     | Casa Grande, AZ  | Toyo Menka Kaisha, Ltd.                                  | 100%  | Acquired              | Cottonseed oil                                                          | 1,000     | 1981                                      |
| Chickasha Cotton Oil Co.                     | Clinton, OK      | Toyo Menka Kaisha, Ltd.                                  | 100   | Acquired              | Cottonseed oil                                                          |           | 1981                                      |
| Chickasha Cotton Oil Co.                     | Harlingen, TX    | Toyo Menka Kaisha, Ltd.                                  | 100   | Acquired              | Cottonseed oil                                                          |           | 1981                                      |
| Chickasha Cotton Oil Co.                     | Lamesa, TX       | Toyo Menka Kaisha, Ltd.                                  | 100   | Acquired              | Cottonseed oil                                                          |           | 1981                                      |
| Circle Rubber U.S.A. Inc.                    | Newark, NJ       | Fuji Latex Co., Ltd.                                     | 100   | Acquired              | Prophylactics, balloons                                                 | 58        | 1975                                      |
| ●Circuit Controls Corp.                      | Petoskey, MI     | Yazaki Corp.                                             | 100   | Acquired              | Terminals for automotive wire harnesses                                 | 55        | 1986                                      |
| ●Clarion Manufacturing Corp. of America      | Walton, KY       | Clarion Co., Ltd.                                        | 100   | New                   | Automotive audio equipment                                              | 50        | 1987                                      |
| Coca-Cola Bottling Co.                       | Middletown, CT   | Kirin Brewery Co., Ltd.                                  | 100   | Acquired              | Soft drinks                                                             | 16        | 1979                                      |
| Coca-Cola Bottling Co.                       | Lowell, MA       | Kirin Brewery Co., Ltd.                                  | 100   | Acquired              | Soft drinks                                                             | 70        | 1978                                      |
| Coca-Cola Bottling Co.                       | Laconia, NH      | Kirin Brewery Co., Ltd.                                  | 100   | Acquired              | Soft drinks                                                             | 44        | 1977                                      |
| Coca-Cola Bottling Co.                       | Salem, NH        | Kirin Brewery Co., Ltd.                                  | 100   | Acquired              | Soft drinks                                                             | 215       | 1982                                      |
| Coilplus, Inc.                               | Athens, AL       | Mitsubishi Corp.                                         | 100   | New                   | Steel processing                                                        | 50        | 1985                                      |
| ●Color & Composite Technologies, Inc.        | Sidney, OH       | Toyo Ink Manufacturing Co., Ltd.                         | 51    | New                   | Polypropylene/polyethylene compounds, color concentrates                | 20        | 1986                                      |
|                                              |                  | Mitsui & Co., Ltd.                                       | 30    |                       |                                                                         |           |                                           |
|                                              |                  | Mitsui Toatsu Chemicals, Inc.                            | 19    |                       |                                                                         |           |                                           |
| Crest Steel Corp.                            | Carson, CA       | Marubeni Corp.                                           | 36.3  | Acquired              | Steel processing, H beams                                               | 60        | 1980                                      |
| Cryodynamics Co.-Ebara Group                 | Sacramento, CA   | Ebara Corp.                                              | 70    | New                   | Pumps for low-temperature liquids                                       | 30        | 1984                                      |
| Curtis-Maruyasu America, Inc.                | Tracy, CA        | Maruyasu Industries Co., Ltd.                            | 50    | New                   | Automotive fuel/brake lines                                             | 25        | 1985                                      |
|                                              |                  | Curtis Products, Inc.                                    | 50    |                       |                                                                         |           |                                           |
| Dalcolor-Pope Inc.                           | Clifton, NJ      | Dainichiseika Colour & Chemicals Manufacturing Co., Ltd. | 100   | New                   | Additives for printing ink                                              | 20        | 1984                                      |
| ●Dalcolor-Pope Inc.                          | Patterson, NJ    | Dainichiseika Colour & Chemicals Manufacturing Co., Ltd. | 100   | Acquired              | Pigments                                                                | 100       | 1986                                      |
| Daiichi Seihan USA, Inc.                     | New York, NY     | Dainippon Ink & Chemicals, Inc.                          | 40    | New                   | Offset plates                                                           | 35        | 1973                                      |
|                                              |                  | Daiichi Seihan Co., Ltd.                                 | 26.7  |                       |                                                                         |           |                                           |
| Daiichiya-Love's Bakery Inc.                 | Honolulu, HI     | Daiichiya Baking Co., Ltd.                               | 99.5  | Acquired              | Bakery products                                                         | 250       | 1981                                      |
| Dainippon Screen Engineering of America Inc. | Santa Ana, CA    | Dainippon Screen Manufacturing Co., Ltd.                 | 100   | New                   | Electronic page makeup systems/color scanners for graphic arts industry | 24        | 1984                                      |
| Daiwa Corp.                                  | Garden Grove, CA | Daiwa Seiko, Inc.                                        | 100   | New                   | Fishing rods, reels/tackle, golf clubs                                  | 150       | 1977                                      |
| Data Ray Corp.                               | Broomfield, CO   | Nippon Chemi-Con Corp.                                   | 100   | Acquired              | High-resolution video display monitors                                  | 33        | 1983                                      |
| Dempa Publications, Inc.                     | New York, NY     | Dempa Publications, Inc.                                 | 100   | New                   | Periodicals publishing                                                  | 12        | 1972                                      |
| ●Denon Digital Industries Inc.               | Madison, GA      | Nippon Columbia Co., Ltd.                                | 100   | New                   | Audio/data storage compact discs                                        | 200       | 1987                                      |
| Dia-Compe, Inc.                              | Fletcher, NC     | Yoshigai Kikai Kinzoku Co., Ltd.                         | 100   | New                   | Bicycle caliper brakes                                                  | 45        | 1975                                      |
| Diamond Perforated Metals Inc.               | Gardena, CA      | Toyo Menka Kaisha, Ltd.                                  | 80    | Acquired              | Perforated/expanded metal                                               | 95        | 1974                                      |
| Diamond Plastics Corp.                       | Grand Island, NE | Mitsubishi Corp.                                         | 30    | Acquired              | Polyvinyl chloride pipes                                                | 60        | 1982                                      |
| Diamond Plastics Corp.                       | Lubbock, TX      | Mitsubishi Corp.                                         | 30    | Acquired              | Polyvinyl chloride pipes                                                | 50        | 1982                                      |

| Company                              | Plant Location      | Parent                                 | Share | New<br>or<br>Acquired | Product Line                                                                             | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|--------------------------------------|---------------------|----------------------------------------|-------|-----------------------|------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Diamond-Star Motors Corp.            | Bloomington, IL     | Mitsubishi Motors Corp.                | 50%   | New                   | Cars, body stampings, molded plastic parts                                               | 2,900*    | 1988*                                     |
| Diatec Polymers Inc.                 | South Gate, CA      | Mitsubishi Chemical Industries, Ltd.   | 30    | New                   | Water treatment chemicals                                                                |           | 1983                                      |
| Diatec Polymers Inc.                 | Batavia, IL         | Drew Chemical Corp.                    | 70    |                       |                                                                                          |           |                                           |
|                                      |                     | Mitsubishi Chemical Industries, Ltd.   | 30    | New                   | Water treatment chemicals                                                                | 20        | 1983                                      |
| Digital Audio Disc Corp.             | Terre Haute, IN     | Drew Chemical Corp.                    | 70    |                       |                                                                                          |           |                                           |
| Digital Entertainment Corp.          | San Fernando, CA    | Sony Corp.                             | 100   | New                   | Audio/data storage compact discs                                                         | 650       | 1984                                      |
| Don Juan Manufacturing Corp.         | Hertford, NC        | Mitsubishi Electric Corp.              | 100   | Acquired              | Audio/video mixing consoles                                                              | 110       | 1983                                      |
| Donna Karan Co.                      | New York, NY        | Marubeni Corp.                         | 95    | Acquired              | Boys'/girls' shirts                                                                      | 300       | 1970                                      |
| •Dunlop Tire Corp.                   | Huntsville, AL      | Takihyo Co., Ltd.                      | 50    | New                   | Women's clothing                                                                         | 75        | 1985                                      |
|                                      |                     | Sumitomo Rubber Industries, Ltd.       | 98    | Acquired              | Radial tires for cars/light-duty trucks                                                  | 1,150     | 1986                                      |
| •Dunlop Tire Corp.                   | Buffalo, NY         | Sumitomo Rubber Industries, Ltd.       | 98    | Acquired              | Belted tires for cars, bias/radial tires for light-/medium-duty trucks, motorcycle tires | 1,250     | 1986                                      |
| •Dunlop Tire Corp.                   | Utica, NY           | Sumitomo Rubber Industries, Ltd.       | 98    | Acquired              | Tire cord                                                                                | 185       | 1986                                      |
| Dutch Harbor Seafoods Co., Inc.      | Dutch Harbor, AK    | Nippon Suisan Kaisha, Ltd.             | 25    | New                   | Frozen fish                                                                              | 200       | 1976                                      |
| Dynaric, Inc.                        | Virginia Beach, VA  | Dainippon Ink & Chemicals, Inc.        | 100   | New                   | Polypropylene strapping bands                                                            | 60        | 1973                                      |
| •EFTEN Inc.                          | Butler, IN          | Honshu Paper Co., Ltd.                 | 50    | New                   | Paperboard-plastic material                                                              | 140       | 1987                                      |
| EVAL Co. of America                  | Pasadena, TX        | Weyerhaeuser Co.                       | 50    |                       |                                                                                          |           |                                           |
|                                      |                     | Kuraray Co., Ltd.                      | 50    | New                   | Ethylene vinyl alcohol copolymer resins                                                  | 50        | 1986                                      |
|                                      |                     | National Distillers and Chemical Corp. | 50    |                       |                                                                                          |           |                                           |
| Economic Salon, Ltd.                 | New York, NY        | Keizai Salon Co., Ltd.                 | 100   | New                   | Periodicals publishing                                                                   | 10        | 1971                                      |
| •Eiki International Inc.             | Evanston, IL        | Eiki Industrial Co., Ltd.              | 100   | New                   | 35 mm sound slide/overhead projectors                                                    | 40        | 1987                                      |
| Electro-Plasma, Inc.                 | Irvine, CA          | Nippon Steel Corp.                     | 75    | Acquired              | Plasma spray equipment                                                                   | 40        | 1985                                      |
| •Engineered Plastics Components Inc. | Mattawan, MI        | Fujikura Ltd.                          | 24.5  | New                   | Connectors for automotive wire harnesses                                                 | 35        | 1986                                      |
|                                      |                     | Aluminum Co. of America                | 25.5  |                       |                                                                                          |           |                                           |
| Enkei America Inc.                   | Columbus, IN        | Plastics Management Inc.               | 50    |                       |                                                                                          |           |                                           |
|                                      |                     | Enshu Keigokin Co., Ltd.               | 60    | New                   | Aluminum automotive wheels                                                               | 85        | 1987                                      |
| Enplas (U.S.A.), Inc.                | Smyrna, GA          | Mitsubishi Corp.                       | 40    |                       |                                                                                          |           |                                           |
|                                      |                     | Dai-Ichi Seiko Co., Ltd.               | 100   | New                   | Plastic parts for video/audio cassettes                                                  | 120       | 1980                                      |
| Enway Inc.                           | Clackamas, OR       | Restaurant Skylark Co., Ltd.           | 51    | New                   | Frozen potato products                                                                   | 10        | 1982                                      |
| Epson Portland Inc.                  | Hillsboro, OR       | Seiko Epson Corp.                      | 100   | New                   | Computer printers, personal computers                                                    | 300       | 1986                                      |
| Exar Corp.                           | Sunnyvale, CA       | Rohm Co., Ltd.                         | 60.7  | New                   | Integrated circuits, epitaxial silicon wafers                                            |           | 1971                                      |
| •Exel Microelectronics, Inc.         | San Jose, CA        | Rohm Co., Ltd.                         | 60.7  | Acquired              | Integrated circuits                                                                      | 720       | 1986                                      |
| FEC Inc.                             | Madison Heights, MI | Dai-Ichi Dentsu Co., Ltd.              | 100   | New                   | Electronic fastening systems                                                             | 35        | 1983                                      |
| Firestone Vineyard                   | Los Olivos, CA      | Suntory Ltd.                           | 31    | Acquired              | Wine                                                                                     | 25        | 1976                                      |
| First Metals, Inc.                   | Houston, TX         | Toyo Menka Kaisha, Ltd.                | 100   | New                   | Steel processing                                                                         | 22        | 1978                                      |

| Company                                  | Plant Location      | Parent                            | Share          | New<br>or<br>Acquired | Product Line                                                                               | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|------------------------------------------|---------------------|-----------------------------------|----------------|-----------------------|--------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| ●Fitel Corp.                             | Carrollton, GA      | Furukawa Electric Co., Ltd.       | 100%           | New                   | Fiber-optic cables                                                                         | 100       | 1987                                      |
| Fletcher Oil & Refining Co.              | Carson, CA          | Mitsubishi Corp.                  | 20             | Acquired              | Petroleum refining                                                                         | 169       | 1979                                      |
| Fuji Cone, Inc.                          | Clinton, NC         | Fuji Cone Works Ltd.              | 50             | New                   | Paper cones for stereo speakers                                                            | 85        | 1981                                      |
|                                          |                     | International Jensen Inc.         | 50             |                       |                                                                                            |           |                                           |
| Fuji Foods Inc.                          | Browns Summit, NC   | Fuji Foods Corp.                  | 100            | New                   | Soup mixes/flavors                                                                         | 16        | 1983                                      |
| Fuji Koki America Inc.                   | Dallas, TX          | Fuji Koki Manufacturing Co., Ltd. | 100            | New                   | Expansion valves for automotive air conditioning systems                                   | 40        | 1982                                      |
| Fujitec America, Inc.                    | Lebanon, OH         | Fujitec Co., Ltd.                 | 100            | New                   | Elevators, escalators                                                                      | 150       | 1983                                      |
| Fujitsu America, Inc.                    | Palm Bay, FL        | Fujitsu, Ltd.                     | 100            | New                   | Cable assemblies, power supply units/related components for computers/peripheral equipment | 150       | 1981                                      |
| Fujitsu America, Inc.                    | Hillsboro, OR       | Fujitsu, Ltd.                     | 100            | New                   | Computer disk drives, printed circuit boards                                               | 300       | 1986                                      |
| Fujitsu America, Inc.                    | Richardson, TX      | Fujitsu, Ltd.                     | 100            | New                   | Cellular mobile/fiber-optic communications equipment, multiplexers, microwave radios       | 330       | 1984                                      |
| Fujitsu Business Communications Inc.     | Anaheim, CA         | Fujitsu, Ltd.                     | 100            | Acquired              | Digital private branch exchanges                                                           | 582       | 1976                                      |
| Fujitsu Microelectronics, Inc.           | San Diego, CA       | Fujitsu, Ltd.                     | 100            | New                   | Integrated circuits                                                                        | 300       | 1981                                      |
| ●Fujitsu Ten Corp. of America            | Rushville, IN       | Fujitsu Ten Ltd.                  | 100            | New                   | Automotive audio equipment                                                                 | 40        | 1987                                      |
| Funai USA Corp.                          | Compton, CA         | Funai Electric Co., Ltd.          | 100            | New                   | Consumer electronics products                                                              | 20        | 1975                                      |
| ●GAIN Electronics Corp.                  | Branchburg, NJ      | Mitsui & Co., Ltd.                | Minority share | New                   | Integrated circuits                                                                        | 100*      | 1988*                                     |
| ●GE Fanuc Automation North America, Inc. | Charlottesville, VA | Fanuc Ltd.                        | 45             | Acquired              | Numerical/programmable controls                                                            | 1,000     | 1986                                      |
| GMF Robotics Corp.                       | Rochester Hills, MI | General Electric Co.              | 55             |                       |                                                                                            |           |                                           |
|                                          |                     | Fanuc Ltd.                        | 50             | New                   | Robotic systems                                                                            | 430       | 1987                                      |
|                                          |                     | General Motors Corp.              | 50             |                       |                                                                                            |           |                                           |
| General Fashions, Inc.                   | Corazol, PR         | Wacoal Corp.                      | 100            | New                   | Women's intimate apparel                                                                   | 180       | 1985                                      |
| General Fashions, Inc.                   | Luquillo, PR        | Wacoal Corp.                      | 100            | Acquired              | Women's intimate apparel                                                                   | 200       | 1983                                      |
| Globe Turbocharger Specialties, Inc.     | Reno, NV            | Riken Industry Corp.              | Minority share | New                   | Turbocharger parts                                                                         | 15        | 1981                                      |
| K. Goodfield & Co.                       | New York, NY        | Best International Ltd.           | 100            | New                   | Costume jewelry                                                                            | 10        | 1981                                      |
| Great Land Seafoods Inc.                 | Nutch Harbor, AK    | Nippon Suisan Kaisha, Ltd.        | 100            | New                   | Surimi (boiled fish paste)                                                                 | 130       | 1986                                      |
| Great Western Silicon Corp.              | Phoenix, AZ         | Nippon Kokan K.K.                 | 100            | Acquired              | Polycrystalline silicon                                                                    | 44        | 1985                                      |
| ●Greenville Technology Inc.              | Greenville, OH      | Moriroku Co., Ltd.                | 55             | New                   | Automotive/motorcycle plastic parts                                                        | 140       | 1987                                      |
|                                          |                     | Honda Motor Co., Ltd.             | 35             |                       |                                                                                            |           |                                           |
|                                          |                     | Capitol Plastics of Ohio, Inc.    | 10             |                       |                                                                                            |           |                                           |
| Hamamatsu Photonic Systems Corp.         | Waltham, MA         | Hamamatsu Photonics K.K.          | 100            | New                   | Video measuring equipment, video camera systems                                            | 25        | 1985                                      |
| Hamamatsu Photonic Systems Corp.         | Bridgewater, NJ     | Hamamatsu Photonics K.K.          | 100            | New                   | Photomultipliers                                                                           | 65        | 1980                                      |
| Hansen Manufacturing Co., Inc.           | Princeton, IN       | Minebea Co., Ltd.                 | 100            | Acquired              | Electric motors                                                                            | 355       | 1977                                      |
| Hansen Manufacturing Co., Inc.           | Camden, TN          | Minebea Co., Ltd.                 | 100            | Acquired              | Electric motors, fans                                                                      | 90        | 1980                                      |
| Hapi Products Inc.                       | Los Angeles, CA     | Kikkoman Corp.                    | 100            | New                   | Fortune cookies                                                                            | 17        | 1977                                      |
| T. Hasegawa U.S.A., Inc.                 | Lawndale, CA        | T. Hasegawa Co., Ltd.             | 100            | New                   | Food flavoring compounds                                                                   | 13        | 1979                                      |

| Company                                                               | Plant Location   | Parent                                 | Share | New<br>or<br>Acquired | Product Line                                                                                                                                               | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-----------------------------------------------------------------------|------------------|----------------------------------------|-------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Hawaii Kahi, Ltd.                                                     | Honolulu, HI     | Shizuoka Shimbunsha                    | 100%  | New                   | Newspaper publishing                                                                                                                                       | 100       | 1912                                      |
| Hawaii-Tyco, Inc.                                                     | Honolulu, HI     | Typro Japan K.K.                       | 100   | New                   | Typesetting                                                                                                                                                | 5         | 1974                                      |
| Westfield Lysine, Inc.                                                | Eddyville, IA    | Ajinomoto Co., Inc.                    | 50    | New                   | Lysine                                                                                                                                                     | 50        | 1986                                      |
|                                                                       |                  | Orsan S.A.                             | 50    |                       |                                                                                                                                                            |           |                                           |
| Wellm Container Systems<br>Corp.                                      | Addison, IL      | Taiyo Kogyo Co., Ltd.                  | 100   | New                   | Flexible bulk containers                                                                                                                                   | 40        | 1978                                      |
| Wellm Industries, Inc.                                                | Hayward, CA      | Taiyo Kogyo Co., Ltd.                  | 100   | Acquired              | Stadium roofs, canopies                                                                                                                                    | 18        | 1973                                      |
| Wellm Semiconductor<br>Corp.                                          | Hemlock, MI      | Shin-Etsu Handotai Co., Ltd.           | 24.5  | Acquired              | Polycrystalline silicon                                                                                                                                    | 240       | 1984                                      |
|                                                                       |                  | Mitsubishi Metal Corp.                 | 12.25 |                       |                                                                                                                                                            |           |                                           |
|                                                                       |                  | Dow Corning Corp.                      | 63.25 |                       |                                                                                                                                                            |           |                                           |
| Westinghouse Breakers,<br>Inc.                                        | Norcross, GA     | Hitachi, Ltd.                          | 60    | New                   | Circuit breakers for power plants/<br>transmission lines                                                                                                   | 28        | 1982                                      |
|                                                                       |                  | General Electric Co.                   | 40    |                       |                                                                                                                                                            |           |                                           |
| Wi-Lay Corp.                                                          | Battle Creek, MI | Nippon Cable System, Inc.              | 100   | New                   | Automotive control cables                                                                                                                                  | 170       | 1978                                      |
| Wireless Electric (U.S.A.),<br>Inc.                                   | Chatsworth, CA   | Hirose Electric Co., Ltd.              | 100   | New                   | Connectors                                                                                                                                                 | 6         | 1985                                      |
| *Wixom Inc.                                                           | Findlay, OH      | Sanoh Industrial Co., Ltd.             | 50    | New                   | Automotive fuel/brake lines                                                                                                                                | 15        | 1987                                      |
|                                                                       |                  | ITT Higbie Manufacturing Co.           | 50    |                       |                                                                                                                                                            |           |                                           |
| Wish Plastic U.S.A., Inc.                                             | Lincoln Park, NJ | Mitsubishi Plastics<br>Industries Ltd. | 51    | New                   | Polyvinyl chloride heat-shrinkable<br>tubing                                                                                                               | 23        | 1985                                      |
|                                                                       |                  | Mitsubishi Corp.                       | 49    |                       |                                                                                                                                                            |           |                                           |
| Witac America, Ltd.                                                   | Norcross, GA     | Hitachi, Ltd.                          | 100   | New                   | Digital private branch exchanges                                                                                                                           | 70        | 1973                                      |
| Witac Automotive<br>Products (USA), Inc.                              | Harrodsburg, KY  | Hitachi, Ltd.                          | 100   | New                   | Automotive electronic engine<br>control units, ignition coils,<br>pressure sensors, idle speed<br>control valves, throttle bodies,<br>starters/alternators | 160       | 1986                                      |
| *Wireless Cable Manchester<br>Inc.                                    | Manchester, NH   | Hitachi Cable, Ltd.                    | 100   | Acquired              | Planar/plenum cables                                                                                                                                       | 85        | 1986                                      |
| Witac Chemical Co.<br>America, Ltd.                                   | Tucker, GA       | Hitachi Chemical Co., Ltd.             | 100   | New                   | Multiwire boards                                                                                                                                           | 110       | 1985                                      |
| Witac Computer Products<br>America, Inc.                              | Norman, OK       | Hitachi, Ltd.                          | 100   | New                   | Computer disk drives                                                                                                                                       | 100       | 1987                                      |
| Witac Consumer Products<br>America, Inc.                              | Anaheim, CA      | Hitachi, Ltd.                          | 100   | New                   | Color television sets,<br>videocassette recorders                                                                                                          | 400       | 1979                                      |
| Witac Instruments, Inc.                                               | San Jose, CA     | Hitachi, Ltd.                          | 100   | New                   | Spectrophotometers, blood<br>chemistry analyzers, gas/liquid<br>chromatographs                                                                             | 100       | 1981                                      |
| Witac Magnetics Corp.                                                 | Edmore, MI       | Hitachi Metals, Ltd.                   | 100   | Acquired              | Permanent magnets                                                                                                                                          | 700       | 1973                                      |
| Witac Metals<br>International, Ltd., Hi<br>Specialty America Division | Irwin, PA        | Hitachi Metals, Ltd.                   | 100   | New                   | Steel bars, rods/wire                                                                                                                                      | 22        | 1970                                      |
| Witac Seiki U.S.A. Inc.                                               | Congers, NY      | Hitachi Seiki Co., Ltd.                | 100   | New                   | Numerically controlled lathes,<br>machining centers, numerical<br>controls                                                                                 | 60        | 1980                                      |
| Witac Semiconductor<br>America, Inc.                                  | Irving, TX       | Hitachi, Ltd.                          | 100   | New                   | Integrated circuits                                                                                                                                        | 210       | 1979                                      |
| *Witac Zosen Clearing Inc.                                            | Chicago, IL      | Hitachi Zosen Corp.                    | 100   | Acquired              | Stamping presses, automated<br>materials handling systems                                                                                                  | 650       | 1986                                      |
| *Witac Zosen Clearing Inc.                                            | Warren, MI       | Hitachi Zosen Corp.                    | 100   | Acquired              | Stamping presses                                                                                                                                           |           | 1986                                      |
| *Witac Zosen Clearing Inc.                                            | Houston, TX      | Hitachi Zosen Corp.                    | 100   | Acquired              | Stamping presses                                                                                                                                           |           | 1986                                      |
| Woods of America<br>Manufacturing, Inc.                               | Anna, OH         | Honda Motor Co., Ltd.                  | 100   | New                   | Automotive/motorcycle engines,<br>aluminum automotive wheels                                                                                               | 260       | 1985                                      |

| Company                                     | Plant Location          | Parent                                                    | Share                   | New<br>or<br>Acquired | Product Line                                                                                     | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|---------------------------------------------|-------------------------|-----------------------------------------------------------|-------------------------|-----------------------|--------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Honda of America<br>Manufacturing, Inc.     | Marysville, OH          | Honda Motor Co., Ltd.                                     | 100%                    | New                   | Motorcycles                                                                                      | 325       | 1979                                      |
| Honda of America<br>Manufacturing, Inc.     | Marysville, OH          | Honda Motor Co., Ltd.                                     | 100                     | New                   | Cars, body stampings, molded<br>plastic parts                                                    | 3,850     | 1982                                      |
| Honda Power Equipment<br>Manufacturing Inc. | Sweptonville, NC        | Honda Motor Co., Ltd.                                     | 100                     | New                   | Lawnmowers                                                                                       | 140       | 1984                                      |
| Honma Golf, Inc.                            | Honolulu, HI            | Honma Corp.                                               | 100                     | New                   | Golf clubs                                                                                       | 36        | 1978                                      |
| •Honolulu Sake Brewery Co.                  | Honolulu, HI            | Takara Shuzo Co., Ltd.                                    | 100                     | Acquired              | Sake, soy sauce                                                                                  | 32        | 1986                                      |
| Horiba Instruments Inc.                     | Irvine, CA              | Horiba, Ltd.                                              | 100                     | New                   | Analytical measuring instruments                                                                 | 100       | 1971                                      |
| Hoshizaki America, Inc.                     | Peachtree City, GA      | Hoshizaki Electric Co., Ltd.                              | 100                     | New                   | Ice machines, storage bins for<br>icemakers                                                      | 80        | 1987                                      |
| House Foods and<br>Yamauchi Inc.            | Los Angeles, CA         | House Food Industrial<br>Co., Ltd.                        | 50                      | Acquired              | Tofu/related soybean products                                                                    | 70        | 1983                                      |
| •Hoya Electronics Corp.                     | San Jose, CA            | Hoya Corp.                                                | 100                     | New                   | Computer magnetic disks                                                                          | 43        | 1986                                      |
| Hoya Optics Inc.                            | Fremont, CA             | Hoya Corp.                                                | 100                     | New                   | Precision optical glass                                                                          | 35        | 1982                                      |
| Hunt-Spiller Manufacturing<br>Corp.         | Reno, NV                | Riken Industry Corp.                                      | Minority<br>share       | Acquired              | Diesel engine parts                                                                              | 15        | 1970                                      |
| IB Chemical Co.                             | Mobile, AL              | Mitsubishi Chemical<br>Industries, Ltd.                   | 35                      | New                   | Slow-release nitrogen fertilizers                                                                | 25        | 1985                                      |
|                                             |                         | Mitsubishi Corp.                                          | 15                      |                       |                                                                                                  |           |                                           |
|                                             |                         | Virginia Chemicals Inc.                                   | 50                      |                       |                                                                                                  |           |                                           |
| •IHT Corp.                                  | Fremont, CA             | Kyushu Vacuum Metallurgical<br>Corp.                      | 40                      | New                   | Coating of cutting tools/other<br>products with titanium nitride,<br>aluminum sputtering targets | 7         | 1987                                      |
|                                             |                         | Inabata & Co., Ltd.                                       | 30                      |                       |                                                                                                  |           |                                           |
|                                             |                         | Ulvac Coating Corp.                                       | 30                      |                       |                                                                                                  |           |                                           |
| IKS American Corp.                          | Gardena, CA             | Izumoto Seiko Co., Ltd.                                   | 100                     | New                   | Ball bearings                                                                                    | 20        | 1974                                      |
| IMC Magnetics Corp.                         | Tempe, AZ               | Minebea Co., Ltd.                                         | 100                     | Acquired              | Aircraft components                                                                              | 150       | 1974                                      |
| IMC Magnetics Corp.                         | Cerritos, CA            | Minebea Co., Ltd.                                         | 100                     | Acquired              | Electric motors                                                                                  | 72        | 1974                                      |
| IMC Magnetics Corp.                         | Miami Lakes, FL         | Minebea Co., Ltd.                                         | 100                     | Acquired              | Power supply units for computers/<br>other equipment                                             | 220       | 1985                                      |
| IMC Magnetics Corp.                         | Rochester, NH           | Minebea Co., Ltd.                                         | 100                     | Acquired              | Fans/blowers for communications/<br>computer equipment                                           | 120       | 1974                                      |
| IMC Magnetics Corp.                         | Westbury, NY            | Minebea Co., Ltd.                                         | 100                     | Acquired              | Fans/blowers for communications/<br>computer equipment, electric<br>motors                       | 106       | 1974                                      |
| Industrial Metals Corp.                     | Philadelphia, PA        | Sumitomo Corp.                                            | 100                     | Acquired              | Steel processing                                                                                 | 30        | 1985                                      |
| •Inertia Dynamics Corp.                     | Chandler, AZ            | Ryobi Ltd.                                                | 34                      | Acquired              | Weed trimmers, leaf blowers,<br>rototillers                                                      | 500       | 1986                                      |
| Inspex, Inc.                                | Waltham, MA             | Hamamatsu Photonics K.K.                                  | 80                      | New                   | Dust removal/inspection equipment<br>for silicon wafers                                          | 40        | 1978                                      |
| •Interkal, Inc.                             | Kalamazoo, MI           | Kotobuki Seating Co., Ltd.                                | 40                      | Acquired              | Indoor bleachers, portable folding<br>platforms                                                  | 125       | 1986                                      |
| •International Immunology<br>Corp.          | Murrieta, CA            | Nitto Boseki Co., Ltd.                                    | 65                      | Acquired              | Medical immuno diagnostic reagents                                                               | 20        | 1986                                      |
| International Leadframe<br>Corp.            | Santa Clara, CA         | Mitsui High-tec, Inc.                                     | 100                     | New                   | Lead frames for integrated<br>circuits                                                           | 68        | 1980                                      |
| International Light Metals<br>Corp.         | Torrance, CA            | Nippon Kokan K.K.                                         | 40                      | Acquired              | Aluminum/titanium bars,<br>extrusions/forgings                                                   | 1,400     | 1985                                      |
| Ishiyaku Euro America Inc.                  | Maryland Heights,<br>MO | Martin Marietta Corp.<br>Ishiyaku Publishing<br>Co., Ltd. | 60<br>Majority<br>share | New                   | Book publishing/printing                                                                         | 10        | 1982                                      |

| Company                                       | Plant Location          | Parent                                      | Share             | New<br>or<br>Acquired | Product Line                                                                                                                                     | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-----------------------------------------------|-------------------------|---------------------------------------------|-------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| ●Isotec Inc.                                  | Dayton, OH              | Nippon Sanso K.K.<br>AmeriGas Corp.         | 50%<br>50         | Acquired              | Stable isotopes                                                                                                                                  | 20        | 1986                                      |
| Ito Cariani Sausage Co.,<br>Inc.              | San Francisco, CA       | Itoham Foods, Inc.                          | 100               | Acquired              | Hams, sausages, salami/other<br>prepared meat products                                                                                           | 30        | 1974                                      |
| C. Itoh Steel Inc.                            | Winchester, KY          | C. Itoh & Co., Ltd.                         | 100               | New                   | Steel processing                                                                                                                                 | 11        | 1986                                      |
| Iwasaki Images America Inc.                   | Torrance, CA            | Iwasaki Co., Ltd.                           | 50                | New                   | Plastic food replicas                                                                                                                            | 45        | 1975                                      |
| Iwatsu America Inc.                           | Carlstadt, NJ           | Iwatsu Electric Co., Ltd.                   | 100               | New                   | Electronic key telephone systems                                                                                                                 | 20        | 1984                                      |
| Izumi Corp.                                   | Yaphank, NY             | Izumi Motor Co., Ltd.                       | 100               | New                   | Automotive steering wheels, horn<br>pad assemblies                                                                                               | 225       | 1979                                      |
| ●JVC Magnetics America Inc.                   | Tuscaloosa, AL          | Victor Co. of Japan, Ltd.                   | 100               | New                   | Videocassette tapes, plastic<br>cassettes                                                                                                        | 500       | 1986                                      |
| ●JVC Magnetics America Inc.                   | Tuscaloosa, AL          | Victor Co. of Japan, Ltd.                   | 100               | New                   | Audio compact discs                                                                                                                              |           | 1987                                      |
| JVC Manufacturing Co.                         | Elmwood Park, NJ        | Victor Co. of Japan, Ltd.                   | 100               | New                   | Color television sets                                                                                                                            | 130       | 1982                                      |
| Japan Aircraft Maintenance<br>(America), Inc. | Everett, WA             | New Japan Aircraft<br>Maintenance Co., Ltd. | 100               | New                   | Aircraft interior equipment                                                                                                                      | 17        | 1982                                      |
| ●Jideco of Bardstown, Inc.                    | Bardstown, KY           | Jidosha Denki Kogyo<br>Co., Ltd.            | 100               | New                   | Automotive windshield wiper<br>motors/automatic speed control<br>devices                                                                         | 61        | 1987                                      |
| ●K-Bin Inc.                                   | Freeport, TX            | Shin-Etsu Chemical Co., Ltd.                | 100               | New                   | Polyvinyl chloride molding<br>compounds                                                                                                          | 10        | 1986                                      |
| KTH Parts Industries Inc.                     | St. Paris, OH           | Hirata Press Kogyo<br>Co., Ltd.             | 100               | New                   | Automotive stamped/welded<br>internal structural components                                                                                      | 260       | 1985                                      |
|                                               |                         | Hongo Seisakusho Co., Ltd.                  |                   |                       |                                                                                                                                                  |           |                                           |
|                                               |                         | Kikuchi Press Kogyo<br>Co., Ltd.            |                   |                       |                                                                                                                                                  |           |                                           |
|                                               |                         | Takao Kinzoku Kogyo<br>Co., Ltd.            |                   |                       |                                                                                                                                                  |           |                                           |
|                                               |                         | Kaga Tsushin Kogyo<br>Co., Ltd.             |                   |                       |                                                                                                                                                  |           |                                           |
| Kaga USA Inc.                                 | Fountain Valley,<br>CA  | Kaga Tsushin Kogyo<br>Co., Ltd.             | 100               | New                   | Lead frames/other metal parts for<br>integrated circuits, battery<br>casings                                                                     | 20        | 1982                                      |
| Kakuichi America, Inc.                        | Torrance, CA            | Kakuichi Ltd.                               | 100               | New                   | Polyvinyl chloride hose                                                                                                                          | 50        | 1973                                      |
| Kameyama U.S.A. Inc.                          | Fall River, MA          | MAS Co., Ltd.                               | Majority<br>share | New                   | Candles                                                                                                                                          | 40        | 1985                                      |
| Kanaflex Corp. of<br>California               | Compton, CA             | Totaku Industries, Inc.                     | 100               | New                   | Polyvinyl chloride/rubber<br>flexible hose                                                                                                       | 35        | 1974                                      |
| Kanaflex Corp. of Illinois                    | Wheeling, IL            | Totaku Industries, Inc.                     | 100               | New                   | Polyvinyl chloride/rubber<br>flexible hose                                                                                                       | 25        | 1980                                      |
| Kaneka Texas Corp.                            | Pasadena, TX            | Kanegafuchi Chemical<br>Industry Co., Ltd.  | 100               | New                   | Methyl methacrylate-butadiene-<br>styrene resins                                                                                                 | 75        | 1984                                      |
| Kantus Corp.                                  | Lewisburg, TN           | Kanto Seiki Co., Ltd.                       | 100               | New                   | Automotive plastic instrument<br>panels, radiator grilles,<br>console/glove boxes, bumpers,<br>splash guards, foam pads for<br>instrument panels | 200       | 1985                                      |
| ●Kanzaki Specialty Papers<br>Inc.             | Ware, MA                | Kanzaki Paper Manufacturing<br>Co., Ltd.    | 100               | Acquired              | Pressure-sensitive paper                                                                                                                         | 150       | 1986                                      |
| Kato Spring Inc.                              | Huntington Beach,<br>CA | Kato Spring Works Co., Ltd.                 | 100               | New                   | Precision springs                                                                                                                                | 20        | 1983                                      |
| Kato Spring of Georgia<br>Inc.                | Duluth, GA              | Kato Spring Works Co., Ltd.                 | 100               | New                   | Precision springs                                                                                                                                | 100       | 1982                                      |

| Company                                       | Plant Location           | Parent                                           | Share | New<br>or<br>Acquired | Product Line                                                                                       | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-----------------------------------------------|--------------------------|--------------------------------------------------|-------|-----------------------|----------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Kawai America Corp.                           | Harbor City, CA          | Kawai Musical Instrument Manufacturing Co., Ltd. | 100%  | New                   | Pianos                                                                                             | 55        | 1983                                      |
| Kawasaki & Nissho Iwai<br>Yonkers Works       | Yonkers, NY              | Kawasaki Heavy Industries,<br>Ltd.               | 50    | New                   | Subway cars                                                                                        | 230       | 1986                                      |
| Kawasaki Motors<br>Manufacturing Corp. U.S.A. | Lincoln, NE              | Nissho Iwai Corp.                                | 50    | New                   | Motorcycles, all-terrain vehicles,<br>jet skis, automotive seat frames                             | 450       | 1975                                      |
| Kawasaki Thermal Systems,<br>Inc.             | Tacoma, WA               | Kawasaki Steel Corp.                             | 75    | Acquired              | Insulated oilfield tubing                                                                          | 25        | 1985                                      |
| Kentwood Spring Water Inc.                    | New Orleans, LA          | General Electric Co.                             | 25    |                       |                                                                                                    |           |                                           |
| Kibun Corp. of North<br>Carolina              | Raleigh, NC              | Suntory Ltd.                                     | 100   | Acquired              | Bottled water, isotonic beverages                                                                  | 350       | 1985                                      |
| Kibun Corp. of Washington                     | Redmond, WA              | Kibun Co., Ltd.                                  | 100   | New                   | Frozen imitation crab products                                                                     | 100       | 1984                                      |
| Kikkoman Foods, Inc.                          | Walworth, WI             | Kikkoman Corp.                                   | 100   | New                   | Frozen imitation crab products                                                                     | 50        | 1983                                      |
|                                               |                          |                                                  | 100   | New                   | Soy, teriyaki, sukiyaki, tempura/<br>sweet-sour sauces                                             | 95        | 1973                                      |
| Kikuchi Color & Chemicals<br>Corp. USA        | Patterson, NJ            | Kikuchi Color & Chemicals<br>Corp.               | 100   | Acquired              | Chrome yellow pigment                                                                              | 12        | 1979                                      |
| ●Kimoto Tech Inc.                             | Cedartown, GA            | Kimoto & Co., Ltd.                               | 100   | New                   | Coated polyester film                                                                              | 25*       | 1988*                                     |
| Kimuraya Bakery of Hawaii<br>Ltd.             | Honolulu, HI             | Okayama Kimuraya Ltd.                            | 100   | New                   | Bakery products                                                                                    | 30        | 1974                                      |
| ●Kitamura Machinery of<br>U.S.A. Inc.         | Wheeling, IL             | Kitamura Machinery Co., Ltd.                     | 100   | New                   | Machining centers                                                                                  | 10        | 1986                                      |
| Koa Speer Electronics, Inc.                   | Bradford, PA             | Koa Denko Co., Ltd.                              | 51    | Acquired              | Resistors                                                                                          | 50        | 1980                                      |
| Kohkoku USA, Inc.                             | Everett, WA              | Kohkoku Chemical Industry<br>Co., Ltd.           | 100   | New                   | Polyvinyl chloride film                                                                            | 140       | 1975                                      |
| Kohl & Madden Printing Ink<br>Corp.           | Los Angeles, CA          | Dainippon Ink & Chemicals,<br>Inc.               | 100   | Acquired              | Printing ink                                                                                       | 310       | 1976                                      |
| Kohl & Madden Printing Ink<br>Corp.           | Chicago, IL              | Dainippon Ink & Chemicals,<br>Inc.               | 100   | Acquired              | Printing ink                                                                                       |           | 1976                                      |
| Kohl & Madden Printing Ink<br>Corp.           | Lodi, NJ                 | Dainippon Ink & Chemicals,<br>Inc.               | 100   | Acquired              | Printing ink                                                                                       |           | 1976                                      |
| Kohl & Madden Printing Ink<br>Corp.           | Nashville, TN            | Dainippon Ink & Chemicals,<br>Inc.               | 100   | Acquired              | Printing ink                                                                                       |           | 1976                                      |
| Koken Manufacturing Co.,<br>Inc.              | St. Louis, MO            | Takara Belmont Co., Ltd.                         | 100   | Acquired              | Barber/beauty shop chairs                                                                          | 140       | 1970-                                     |
| Koltron Corp.                                 | Sunnyvale, CA            | Nippon Mining Co., Ltd.                          | 36.7  | Acquired              | Lead frames for integrated<br>circuits                                                             | 165       | 1985                                      |
| Komatsu America<br>Manufacturing Corp.        | Chattanooga, TN          | Komatsu Ltd.                                     | 100   | New                   | Wheel loaders, dump trucks,<br>hydraulic excavators,<br>bulldozers/other construction<br>equipment | 120       | 1986                                      |
| Kosuga Furniture, Inc.                        | Torrance, CA             | Kosuga & Co., Ltd.                               | 100   | New                   | Residential/commercial<br>upholstered furniture                                                    | 30        | 1976                                      |
| Kubota Tractor Corp.                          | Suwanee, GA              | Kubota, Ltd.                                     | 100   | New                   | Farm tractors, construction<br>equipment, lawnmowers                                               | 40        | 1984                                      |
| Kuriyama of America, Inc.                     | Elk Grove Village,<br>IL | Kuriyama Corp.                                   | 100   | New                   | Polyvinyl chloride hose<br>assemblies                                                              | 30        | 1975                                      |
| Kuroi International Corp.                     | Watsonville, CA          | Kuroi Electric Co., Ltd.                         | 80    | New                   | Lighting fixtures, shoji screens                                                                   | 14        | 1979                                      |
| Kux Manufacturing Co.                         | Detroit, MI              | Mitsubishi Corp.                                 | 100   | Acquired              | Self-adhesive lettering/decals<br>for motor vehicles, building<br>signs                            | 300       | 1985                                      |
| Kyocera America, Inc.                         | San Diego, CA            | Kyocera Corp.                                    | 100   | New                   | Ceramic semiconductor packages                                                                     | 1,450     | 1971                                      |

| Company                                  | Plant Location          | Parent                                                       | Share         | New<br>or<br>Acquired | Product Line                                            | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|------------------------------------------|-------------------------|--------------------------------------------------------------|---------------|-----------------------|---------------------------------------------------------|-----------|-------------------------------------------|
| Kyocera Feldmuehle Inc.                  | Mountain Home, NC       | Kyocera Corp.<br>Feldmuehle AG                               | 52.5%<br>47.5 | Acquired              | Industrial fine ceramics,<br>ceramic cutting tools      | 170       | 1979                                      |
| Kyocera Northwest Inc.                   | Vancouver, WA           | Kyocera Corp.                                                | 100           | New                   | Ceramic capacitors                                      | 295       | 1985                                      |
| ●Kyowa Industrial Co., Ltd.              | Wheeling, IL            | Kyowa Industrial Co., Ltd.                                   | 100           | New                   | Plastic molds for injection<br>molding                  | 30        | 1987                                      |
| L-S Electro-Galvanizing Co.              | Cleveland, OH           | Sumitomo Metal Industries,<br>Ltd.                           | 40            | New                   | Electrogalvanizing of steel<br>sheets                   | 80        | 1986                                      |
| LeBlond Makino Machine<br>Tool Co.       | Cincinnati, OH          | LTV Corp.<br>Makino Milling Machine<br>Co., Ltd.             | 60<br>100     | Acquired              | Machining centers                                       | 260       | 1981                                      |
| ●Link-Belt Construction<br>Equipment Co. | Lexington, KY           | Sumitomo Heavy Industries,<br>Ltd.                           | 49            | Acquired              | Hydraulic truck cranes,<br>construction equipment parts | 300       | 1986                                      |
| Locke Insulators, Inc.                   | Baltimore, MD           | FMC Corp.<br>NGK Insulators, Ltd.                            | 51<br>90      | Acquired              | Electrical insulators                                   | 400       | 1974                                      |
| Lotte U.S.A., Inc.                       | Battle Creek, MI        | General Electric Co.                                         | 10            |                       |                                                         |           |                                           |
| ●Lyndonville Vinegar Inc.                | Lyndonville, NY         | Lotte Co., Ltd.                                              | 100           | New                   | Chewing gum, candy                                      | 100       | 1979                                      |
| LyphoMed Inc.                            | Orlando, FL             | Nakano Vinegar Co., Ltd.                                     | 100           | Acquired              | Vinegar                                                 | 60        | 1986                                      |
| LyphoMed Inc.                            | Melrose Park, IL        | Fujisawa Pharmaceutical<br>Co., Ltd.                         | 30            | Acquired              | Injectable drugs                                        | 1,100     | 1985                                      |
| LyphoMed Inc.                            | Grand Island, NY        | Fujisawa Pharmaceutical<br>Co., Ltd.                         | 30            | Acquired              | Injectable drugs                                        |           | 1985                                      |
| MBL (USA) Corp.,<br>Chemi-Flex Division  | Lombard, IL             | Mitsuboshi Belting Ltd.                                      | 100           | Acquired              | Polyurethane belts/molded<br>products                   | 35        | 1979                                      |
| ●M.C. Snack, Inc.                        | Yakima, WA              | Mitsubishi Corp.<br>Mutsu Seika Co., Ltd.                    | 94<br>5       | New                   | Apple chips                                             | 30        | 1987                                      |
| MCI Optinix Inc.                         | Morristown, NJ          | Mitsubishi Chemical<br>Industries, Ltd.                      | 100           | Acquired              | X-ray intensifying screens for<br>medical use           | 15        | 1981                                      |
| ●M-Tek Inc.                              | Manchester, TN          | Kasai Kogyo Co., Ltd.                                        | 100           | New                   | Automotive door trim                                    | 90        | 1987                                      |
| ●MTEX of Puerto Rico Ltd.                | Rio Grande, PR          | Hanae Mori International                                     | 20            | New                   | Men's/women's cashmere knit<br>apparel                  | 100*      | 1988*                                     |
| MTI Engineering Corp.                    | City of Industry,<br>CA | Transworld Group Ltd.<br>Mitutoyo Manufacturing<br>Co., Ltd. | 40<br>100     | New                   | Parts for coordinate measuring<br>machines              | 40        | 1979                                      |
| Mac-Spec Bando American,<br>Inc.         | Lincoln, RI             | Bando Chemical Industries,<br>Ltd.                           | 100           | Acquired              | Power transmission pulleys                              | 30        | 1979                                      |
| Makita Corp. of America                  | Buford, GA              | Makita Electric Works, Ltd.                                  | 100           | New                   | Power handtools                                         | 76        | 1985                                      |
| Maruchan, Inc.                           | Irvine, CA              | Toyo Suisan Kaisha, Ltd.                                     | 100           | New                   | Instant noodles, instant noodle/<br>wonton soup         | 200       | 1977                                      |
| Maruhachi Ceramics of<br>America         | Corona, CA              | Maruhachi Ceramics Co.,<br>Ltd.                              | 100           | New                   | Clay roofing tiles                                      | 60        | 1985                                      |
| Maruichi American Corp.                  | Santa Fe Springs,<br>CA | Maruichi Steel Tube, Ltd.<br>Nissho Iwai Corp.               | 46<br>30      | New                   | Steel pipes/tubes                                       | 60        | 1980                                      |
| Marukan Vinegar (U.S.A.)<br>Inc.         | Paramount, CA           | Mitsubishi Corp.<br>Marukan Vinegar Co., Ltd.                | 15<br>100     | New                   | Vinegar                                                 | 7         | 1985                                      |
| Master-Halco, Inc.                       | La Habra, CA            | C. Itoh & Co., Ltd.                                          | 100           | Acquired              | Fittings for metal fencing                              | 230       | 1977                                      |
| Master-Halco, Inc.                       | Olney, IL               | C. Itoh & Co., Ltd.                                          | 100           | New                   | Metal fencing                                           | 12        | 1980                                      |
| Master-Halco, Inc.                       | Dallas, TX              | C. Itoh & Co., Ltd.                                          | 100           | Acquired              | Chain link                                              | 115       | 1980                                      |

| Company                                                 | Plant Location           | Parent                                                                                          | Share     | New<br>or<br>Acquired | Product Line                                                                | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|---------------------------------------------------------|--------------------------|-------------------------------------------------------------------------------------------------|-----------|-----------------------|-----------------------------------------------------------------------------|-----------|-------------------------------------------|
| Matai (U.S.A.), Inc.                                    | Springfield, OH          | Nihon Matai Co., Ltd.<br>Shintoa Koeki Kaisha, Ltd.                                             | 60%<br>40 | New                   | Reinforced plastic sheeting,<br>polyethylene-coated woven<br>fabrics        | 60        | 1977                                      |
| Matheson Gas Products, Inc.                             | Cucamonga, CA            | Nippon Sanso K.K.<br>AmeriGas Corp.                                                             | 50<br>50  | Acquired              | Specialty gases, specialty gas<br>handling equipment                        | 400       | 1983                                      |
| Matheson Gas Products, Inc.                             | Newark, CA               | Nippon Sanso K.K.<br>AmeriGas Corp.                                                             | 50<br>50  | Acquired              | Specialty gases, specialty gas<br>handling equipment                        |           | 1983                                      |
| Matheson Gas Products, Inc.                             | Morrow, GA               | Nippon Sanso K.K.<br>AmeriGas Corp.                                                             | 50<br>50  | Acquired              | Specialty gases, specialty gas<br>handling equipment                        |           | 1983                                      |
| Matheson Gas Products, Inc.                             | Joliet, IL               | Nippon Sanso K.K.<br>AmeriGas Corp.                                                             | 50<br>50  | Acquired              | Specialty gases, specialty gas<br>handling equipment                        |           | 1983                                      |
| Matheson Gas Products, Inc.                             | Gonzales, LA             | Nippon Sanso K.K.<br>AmeriGas Corp.                                                             | 50<br>50  | Acquired              | Specialty gases, specialty gas<br>handling equipment                        |           | 1983                                      |
| Matheson Gas Products, Inc.                             | Gloucester, MA           | Nippon Sanso K.K.<br>AmeriGas Corp.                                                             | 50<br>50  | Acquired              | Specialty gases, specialty gas<br>handling equipment                        |           | 1983                                      |
| Matheson Gas Products, Inc.                             | East Rutherford,<br>NJ   | Nippon Sanso K.K.<br>AmeriGas Corp.                                                             | 50<br>50  | Acquired              | Specialty gases, specialty gas<br>handling equipment                        |           | 1983                                      |
| Matheson Gas Products, Inc.                             | Twinsburg, OH            | Nippon Sanso K.K.<br>AmeriGas Corp.                                                             | 50<br>50  | Acquired              | Specialty gases, specialty gas<br>handling equipment                        |           | 1983                                      |
| Matheson Gas Products, Inc.                             | La Porte, TX             | Nippon Sanso K.K.<br>AmeriGas Corp.                                                             | 50<br>50  | Acquired              | Specialty gases, specialty gas<br>handling equipment                        |           | 1983                                      |
| •Matsui America, Inc.                                   | Elk Grove Village,<br>IL | Matsui Manufacturing<br>Co., Ltd.                                                               | 100       | New                   | Auxiliary equipment for<br>plastics molding machines                        | 10        | 1987                                      |
| •Matsushita Communication<br>Corp. of America           | Peachtree City, GA       | Matsushita Communication<br>Industrial Co., Ltd.<br>Matsushita Electric<br>Industrial Co., Ltd. | 50<br>50  | New                   | Automotive audio equipment                                                  | 60        | 1987                                      |
| Matsushita Communication<br>Corp. of America            | Franklin Park, IL        | Matsushita Communication<br>Industrial Co., Ltd.<br>Matsushita Electric<br>Industrial Co., Ltd. | 50<br>50  | New                   | Cellular mobile communications<br>equipment                                 | 150       | 1984                                      |
| Matsushita Electric of<br>Puerto Rico, Inc.             | Caguas, PR               | Matsushita Electric<br>Industrial Co., Ltd.                                                     | 100       | New                   | Stereo speakers, speaker boxes,<br>stereo cabinets                          | 483       | 1965                                      |
| Matsushita Electronic<br>Components Corp. of<br>America | Santa Clara, CA          | Matsushita Electric<br>Industrial Co., Ltd.<br>Matsushita Electronic<br>Components Co., Ltd.    | 50<br>50  | New                   | Custom surface-mounted<br>electronic circuits                               | 65        | 1983                                      |
| Matsushita Electronic<br>Components Corp. of<br>America | Knoxville, TN            | Matsushita Electric<br>Industrial Co., Ltd.<br>Matsushita Electronic<br>Components Co., Ltd.    | 50<br>50  | New                   | Electrolytic capacitors, stereo<br>speakers                                 | 189       | 1982                                      |
| Matsushita Industrial Co.                               | Franklin Park, IL        | Matsushita Electric<br>Industrial Co., Ltd.                                                     | 100       | Acquired              | Color television sets, microwave<br>ovens                                   | 850       | 1974                                      |
| Maxell America, Inc.                                    | Conyers, GA              | Hitachi Maxell, Ltd.                                                                            | 100       | New                   | Audio/videocassette tapes,<br>computer floppy disks, audio<br>compact discs | 240       | 1980                                      |
| Mazak Corp.                                             | Florence, KY             | Yamazaki Mazak Corp.                                                                            | 100       | New                   | Numerically controlled lathes,<br>machining centers                         | 350       | 1979                                      |
| Mazda Motor Manufacturing<br>(USA) Corp.                | Flat Rock, MI            | Mazda Motor Corp.                                                                               | 100       | New                   | Cars, body stampings, molded<br>plastic parts                               | 2,100     | 1987                                      |
| •MedaSonics, Inc.                                       | Mountain View, CA        | Settsu Corp.                                                                                    | 100       | Acquired              | Ultrasound diagnostic equipment                                             | 135       | 1986                                      |

| Company                                        | Plant Location        | Parent                                                           | Share                            | New<br>or<br>Acquired | Product Line                                                         | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|------------------------------------------------|-----------------------|------------------------------------------------------------------|----------------------------------|-----------------------|----------------------------------------------------------------------|-----------|-------------------------------------------|
| Megatool, Inc.                                 | Buena Park, CA        | Union Tool Co., Ltd.                                             | 51%                              | New                   | Carbide drills, routers, chip savers, linear motion guides           | 150       | 1982                                      |
| •Memory-Tech Inc.                              | Plano, TX             | Mitsubishi Corp.                                                 | 60                               | New                   | Audio/data storage compact discs                                     | 250       | 1987                                      |
| Menardi-Criswell Corp.                         | Torrance, CA          | ElectroSound Group, Inc.<br>Hosokawa Micron Corp.                | 40<br>100                        | Acquired              | Fabric filter media, industrial filter bags, filter cloths           | 80        | 1985                                      |
| Menardi-Criswell Corp.                         | Augusta, GA           | Hosokawa Micron Corp.                                            | 100                              | Acquired              | Fabric filter media, industrial filter bags, filter cloths           | 125       | 1985                                      |
| •Menardi-Criswell Corp.                        | Moorestown, NJ        | Hosokawa Micron Corp.                                            | 100                              | Acquired              | Industrial filter bags                                               | 10        | 1986                                      |
| Menardi-Criswell Corp.                         | North Augusta, SC     | Hosokawa Micron Corp.                                            | 100                              | Acquired              | Felt for dust collector filters                                      | 35        | 1985                                      |
| Menardi-Criswell Corp.                         | Houston, TX           | Hosokawa Micron Corp.                                            | 100                              | Acquired              | Fabric filter media, industrial filter bags, filter cloths           | 25        | 1985                                      |
| •Menardi-Criswell Corp.                        | McAllen, TX           | Hosokawa Micron Corp.                                            | 100                              | Acquired              | Industrial filter bags                                               | 75        | 1986                                      |
| •MepCopal Co.                                  | San Diego, CA         | Copal Electronics Co., Ltd.<br>North American Philips Corp.      | 50<br>50                         | New                   | Trimming potentiometers, solid-state fuses                           | 150       | 1987                                      |
| Metco America Inc.                             | Axis, AL              | Mitsubishi Rayon Co., Ltd.<br>M&T Chemicals Inc.                 | Minority share<br>Majority share | New                   | Impact modifiers for plastics industry                               | 60        | 1985                                      |
| •Michigan Dynamics, Inc.                       | Garden City, MI       | Fuji Filter Manufacturing Co., Ltd.                              | 35                               | Acquired              | Wire cloth, industrial/aerospace filters                             | 55        | 1986                                      |
| •Michigan Dynamics, Inc.                       | Rock Hill, SC         | Fuji Filter Manufacturing Co., Ltd.                              | 35                               | Acquired              | Industrial filters, filtration systems                               | 25        | 1986                                      |
| Micro Power Systems, Inc.                      | Santa Clara, CA       | Seiko Epson Corp.<br>Seiko Instruments & Electronics, Inc.       | Majority share<br>] share        | Acquired              | Integrated circuits                                                  | 280       | 1973                                      |
| Mikropul Corp.                                 | Summit, NJ            | Hosokawa Micron Corp.                                            | 100                              | Acquired              | Powder handling equipment                                            | 180       | 1985                                      |
| Mitsubishi Consumer Electronics America, Inc.  | Santa Ana, CA         | Mitsubishi Electric Corp.                                        | 100                              | New                   | Color television sets                                                | 550       | 1977                                      |
| Mitsubishi Consumer Electronics America, Inc.  | Braselton, GA         | Mitsubishi Electric Corp.                                        | 100                              | New                   | Cellular mobile communications equipment, color television sets      | 380       | 1986                                      |
| Mitsubishi Foods (MC), Inc.                    | Ponce, PR             | Mitsubishi Corp.                                                 | 100                              | Acquired              | Canned fish, fruits/vegetables                                       | 850       | 1981                                      |
| Mitsubishi Gas Chemical/Unocal Chemicals plant | Kenai, AK             | Mitsubishi Gas Chemical Co., Inc.                                | 40                               | New                   | Urea                                                                 | 56        | 1967                                      |
| •Mitsubishi Heavy Industries America, Inc.     | Rancho Dominguez, CA  | Union Oil Co. of California<br>Mitsubishi Heavy Industries, Ltd. | 60<br>100                        | New                   | Evaporators, condensers/fans for automotive air conditioning systems | 15        | 1986                                      |
| Mitsubishi Semiconductor America, Inc.         | Durham, NC            | Mitsubishi Electric Corp.                                        | 100                              | New                   | Integrated circuits                                                  | 300       | 1985                                      |
| Mitsui Precision Machinery Corp.               | Elk Grove Village, IL | Mitsui High-tec, Inc.                                            | 100                              | New                   | Surface/jig grinders                                                 | 1         | 1980                                      |
| Miyako Oriental Foods Inc.                     | Baldwin Park, CA      | Mutual Trading Co., Ltd.<br>Yamajirushi Jyozo Co., Ltd.          | 65<br>35                         | New                   | Miso                                                                 | 11        | 1976                                      |
| •Miyano Machinery USA, Inc.                    | Wood Dale, IL         | Miyano Machinery Co., Ltd.                                       | 100                              | New                   | Numerically controlled lathes                                        | 40        | 1987                                      |
| Mizuno Golf Co.                                | Norcross, GA          | Mizuno Corp.                                                     | 100                              | New                   | Golf clubs                                                           | 35        | 1985                                      |
| Mori Seiki U.S.A. Inc.                         | Irving, TX            | Mori Seiki Co., Ltd.                                             | 100                              | New                   | Numerically controlled lathes, machining centers                     | 25        | 1986                                      |
| Moses Lake Industries Inc.                     | Moses Lake, WA        | Tama Chemicals Ltd.                                              | 100                              | New                   | High-purity chemicals for electronics industry                       | 6         | 1985                                      |

| Plant                                 | Plant Location    | Parent                                | Share | New<br>or<br>Acquired | Product Line                                                                                                                                                                             | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|---------------------------------------|-------------------|---------------------------------------|-------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Murata Tele North America, Inc.       | Rockmart, GA      | Murata Manufacturing Co., Ltd.        | 100%  | New                   | Ceramic capacitors                                                                                                                                                                       | 170       | 1973                                      |
| Murata Tele North America, Inc.       | State College, PA | Murata Manufacturing Co., Ltd.        | 100   | Acquired              | Ceramic capacitors                                                                                                                                                                       | 532       | 1980                                      |
| Musashi U.S.A. Inc.                   | Battle Creek, MI  | Musashi Precision Industry Co., Ltd.  | 100   | New                   | Automotive arm bushing/joint assemblies                                                                                                                                                  | 5         | 1985                                      |
| Mayekawa Corp.                        | Torrance, CA      | Mayekawa Manufacturing Co., Ltd.      | 100   | New                   | Refrigeration compressors                                                                                                                                                                | 40        | 1977                                      |
| Kawasaki Steel Corp.                  | Santa Clara, CA   | Kawasaki Steel Corp.                  | 100   | Acquired              | Silicon wafers                                                                                                                                                                           | 120       | 1985                                      |
| NEC America, Inc.                     | Hillsboro, OR     | NEC Corp.                             | 100   | New                   | Cellular mobile communications equipment, mobile paging devices, fiber-optic transmission equipment, microwave radio communications equipment, data communications terminals, facsimiles | 365       | 1985                                      |
| NEC America, Inc.                     | Irving, TX        | NEC Corp.                             | 100   | New                   | Digital private branch exchanges, electronic key telephone systems, digital central office switching systems                                                                             | 300       | 1978                                      |
| NEC Electronics, Inc.                 | Roseville, CA     | NEC Corp.                             | 100   | New                   | Integrated circuits                                                                                                                                                                      | 640       | 1984                                      |
| NEC Home Electronics U.S.A., Inc.     | McDonough, GA     | NEC Corp.                             | 100   | New                   | Color television sets, personal computers                                                                                                                                                | 390       | 1985                                      |
| NEC Information Systems, Inc.         | Boxborough, MA    | NEC Corp.                             | 100   | New                   | Personal computers, computer printers                                                                                                                                                    | 100       | 1983                                      |
| NGK Insulators Corp.                  | Reading, PA       | NGK Insulators, Ltd.                  | 100   | Acquired              | Beryllium copper/beryllium nickel alloy shapes                                                                                                                                           | 450       | 1986                                      |
| NGK Metals Corp.                      | Athens, TN        | NGK Insulators, Ltd.                  | 100   | Acquired              | Beryllium copper/beryllium nickel alloy castings, safety power handtools                                                                                                                 |           | 1986                                      |
| NGK Spark Plugs U.S.A., Inc.          | Irvine, CA        | NGK Spark Plug Co., Ltd.              | 100   | New                   | Spark plugs                                                                                                                                                                              | 78        | 1977                                      |
| NHK Spring Co., Ltd.                  | Bowling Green, KY | NHK Spring Co., Ltd.                  | 55    | New                   | Automotive coil suspension springs                                                                                                                                                       | 50        | 1987                                      |
| Nippon Metal Works Co., Ltd.          | Memphis, TN       | Nippon Metal Works Co., Ltd.          | 45    | New                   | Conveyors                                                                                                                                                                                | 150       | 1980                                      |
| Nihon Kaiheiki Industries Co., Ltd.   | Scottsdale, AZ    | Nihon Kaiheiki Industries Co., Ltd.   | 100   | New                   | Electric/electronic switches                                                                                                                                                             | 20        | 1983                                      |
| Minebea Corp.                         | Garden Grove, CA  | Minebea Co., Ltd.                     | 100   | Acquired              | Computer keyboards                                                                                                                                                                       | 30        | 1983                                      |
| NOK Inc.                              | LaGrange, GA      | NOK Corp.                             | 100   | New                   | Oil/mechanical seals                                                                                                                                                                     | 400       | 1980                                      |
| Nippon Sheet Glass Inc.               | Somerset, NJ      | Nippon Sheet Glass Co., Ltd.          | 100   | New                   | Fiber-optic lens                                                                                                                                                                         | 11        | 1985                                      |
| Nippon Seiko K.K.                     | Clarinda, IA      | Nippon Seiko K.K.                     | 100   | New                   | Ball bearings                                                                                                                                                                            | 271       | 1975                                      |
| Nippon Seiko K.K.                     | Ann Arbor, MI     | Nippon Seiko K.K.                     | 100   | Acquired              | Ball bearings                                                                                                                                                                            | 294       | 1973                                      |
| Nankai Travel International Co., Inc. | Greenville, SC    | Nankai Travel International Co., Inc. | 100   | New                   | Golf club heads, tennis rackets, football equipment                                                                                                                                      | 40        | 1975                                      |
| NTN Toyo Bearing Co., Ltd.            | Hamilton, AL      | NTN Toyo Bearing Co., Ltd.            | 100   | Acquired              | Tapered roller bearings                                                                                                                                                                  | 1,000     | 1985                                      |
| NTN Toyo Bearing Co., Ltd.            | Macomb, IL        | NTN Toyo Bearing Co., Ltd.            | 100   | Acquired              | Tapered/cylindrical roller bearings                                                                                                                                                      |           | 1985                                      |
| NTN Toyo Bearing Co., Ltd.            | Elgin, IL         | NTN Toyo Bearing Co., Ltd.            | 100   | New                   | Ball/tapered roller bearings                                                                                                                                                             | 115       | 1975                                      |
| Nippon Paint Co., Ltd.                | San Marcos, CA    | Nippon Paint Co., Ltd.                | 50    | New                   | Photopolymer printing plates                                                                                                                                                             | 290       | 1973                                      |
| Lee Enterprises Inc.                  |                   | Lee Enterprises Inc.                  | 50    |                       |                                                                                                                                                                                          |           |                                           |

| Company                                 | Plant Location       | Parent                         | Share | New<br>or<br>Acquired | Product Line                                                                                                                      | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-----------------------------------------|----------------------|--------------------------------|-------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| National Steel Corp.                    | Granite City, IL     | Nippon Kokan K.K.              | 50%   | Acquired              | Steel slabs, hot-rolled, cold-rolled/coated steel sheets                                                                          | 12,100    | 1984                                      |
| National Steel Corp.                    | Portage, IN          | National Intergroup Inc.       | 50    |                       |                                                                                                                                   |           |                                           |
|                                         |                      | Nippon Kokan K.K.              | 50    | Acquired              | Cold-rolled, coated/tin-plate steel sheets                                                                                        |           | 1984                                      |
| National Steel Corp.                    | Ecorse, MI           | National Intergroup Inc.       | 50    |                       |                                                                                                                                   |           |                                           |
|                                         |                      | Nippon Kokan K.K.              | 50    | Acquired              | Steel slabs, hot-rolled, cold-rolled, electrogalvanized/coated steel sheets                                                       |           | 1984                                      |
|                                         |                      | National Intergroup Inc.       | 50    |                       |                                                                                                                                   |           |                                           |
| •Nazareth Industrial Corp.              | Nazareth, PA         | Mutsuki Industry Co., Ltd.     | 100   | New                   | Precision plastic parts                                                                                                           | 5*        | 1988*                                     |
| Neaton Auto Products Manufacturing Inc. | Eaton, OH            | Nihon Plast Co., Ltd.          | 100   | New                   | Automotive steering wheels/other interior decorative parts, plastic compact disc cases                                            | 160       | 1985                                      |
| •Neomet Corp.                           | West Pittsburg, PA   | Mitsubishi Metal Corp.         | 51    | New                   | Rare earth metals                                                                                                                 | 25        | 1987                                      |
|                                         |                      | Reactive Metals & Alloys Corp. | 49    |                       |                                                                                                                                   |           |                                           |
| Neptune Packing Corp.                   | Mayaguez, PR         | Mitsui & Co., Ltd.             | 100   | Acquired              | Canned fish                                                                                                                       | 650       | 1974                                      |
| New Hampshire Ball Bearings Inc.        | Chatsworth, CA       | Minebea Co., Ltd.              | 100   | Acquired              | Miniature/instrument ball bearings                                                                                                | 270       | 1971                                      |
| New Hampshire Ball Bearings Inc.        | Jaffrey, NH          | Minebea Co., Ltd.              | 100   | New                   | Ball/prototype bearings                                                                                                           | 50        | 1986                                      |
| New Hampshire Ball Bearings Inc.        | Laconia, NH          | Minebea Co., Ltd.              | 100   | Acquired              | Rod-end bearings                                                                                                                  | 450       | 1985                                      |
| New Hampshire Ball Bearings Inc.        | Peterborough, NH     | Minebea Co., Ltd.              | 100   | Acquired              | Ball bearings                                                                                                                     | 750       | 1985                                      |
| •New Sabina Industries Inc.             | Sabina, OH           | Nippon Seiki Co., Ltd.         | 100   | New                   | Automotive instrument clusters (speedometer, tachometer, fuel gauge/temperature gauge)                                            | 85        | 1987                                      |
|                                         |                      |                                |       |                       | Cars, body stampings                                                                                                              |           |                                           |
| New United Motor Manufacturing Inc.     | Fremont, CA          | Toyota Motor Corp.             | 50    | New                   |                                                                                                                                   | 2,600     | 1984                                      |
| Nidec Corp.                             | Torrington, CT       | General Motors Corp.           | 50    |                       |                                                                                                                                   |           |                                           |
|                                         |                      | Nippon Densan Corp.            | 100   | Acquired              | Small horsepower fans for computer motors                                                                                         | 260       | 1984                                      |
| Nidek Inc.                              | Palo Alto, CA        | Nidek Co., Ltd.                | 100   | New                   | Auto-refractometers, photocoagulators/other ophthalmologic instruments                                                            | 10        | 1983                                      |
| Niitakaya U.S.A. Inc.                   | Los Angeles, CA      | Niitakaya Co., Ltd.            | 100   | Acquired              | Japanese pickles                                                                                                                  | 20        | 1983                                      |
| Nikko Wolverine Inc.                    | Dearborn Heights, MI | Nippon Mining Co., Ltd.        | 100   | Acquired              | Titanium/zirconium tubes/pipe                                                                                                     | 60        | 1981                                      |
| •Nippon Pigment (U.S.A.) Inc.           | La Porte, TX         | Nippon Pigment Co., Ltd.       | 100   | New                   | Color concentrates                                                                                                                | 40        | 1987                                      |
| Nippondenso Manufacturing U.S.A., Inc.  | Battle Creek, MI     | Nippondenso Co., Ltd.          | 100   | New                   | Heat exchangers, evaporators/condensers for automotive air conditioning systems, automotive windshield washers, heaters/radiators | 400       | 1986                                      |
| Nippondenso of Los Angeles Inc.         | Long Beach, CA       | Nippondenso Co., Ltd.          | 100   | New                   | Automotive air conditioning systems                                                                                               | 200       | 1971                                      |
| Nisco Steel Services Inc.               | Memphis, TN          | Nissho Iwai Corp.              | 100   | New                   | Steel processing                                                                                                                  | 60        | 1984                                      |
| •Nishikawa Standard Co.                 | Topeka, IN           | Nishikawa Rubber Co., Ltd.     | 60    | New                   | Automotive sponge weather strip                                                                                                   | 70        | 1987                                      |
|                                         |                      | Standard Products Co.          | 40    |                       |                                                                                                                                   |           |                                           |
| Nissan Motor Manufacturing Corp. U.S.A. | Smyrna, TN           | Nissan Motor Co., Ltd.         | 100   | New                   | Pickup trucks, cars, body stampings                                                                                               | 3,300     | 1983                                      |

| Company                         | Plant Location                      | Parent                                                                                 | Share                 | New<br>or<br>Acquired | Product Line                                                                  | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|---------------------------------|-------------------------------------|----------------------------------------------------------------------------------------|-----------------------|-----------------------|-------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Nisshin Gulf Coast Inc.         | Houston, TX                         | Nisshin Chemical Industry Co., Ltd.                                                    | 50%                   | New                   | Fluoropolymer linings                                                         | 12        | 1984                                      |
| Nissin Foods (U.S.A.) Co., Inc. | Gardena, CA                         | EGC Corp.<br>Nissin Food Products Co., Ltd.                                            | 50<br>80              | New                   | Instant noodles, instant noodle soup                                          | 200       | 1972                                      |
| Nissin Foods (U.S.A.) Co., Inc. | Lancaster, PA                       | Ajinomoto Co., Inc.<br>Mitsubishi Corp.<br>Nissin Food Products Co., Ltd.              | 10<br>10<br>80        | New                   | Instant noodles, instant noodle soup                                          | 160       | 1979                                      |
| Nitto Denko Technical Corp.     | Santa Clara, CA                     | Ajinomoto Co., Inc.<br>Mitsubishi Corp.<br>Nitto Electric Industrial Co., Ltd.         | 10<br>10<br>100       | New                   | Membrane modules                                                              | 13        | 1984                                      |
| North American Brine Resources  | Kingfisher County, OK (three sites) | United Resources Industry Co., Ltd.                                                    | 50                    | New                   | Iodine                                                                        | 4         | 1982                                      |
| North American Lighting, Inc.   | Flora, IL                           | Mitsui & Co., Ltd.<br>Beard Oil Co.<br>Koito Manufacturing Co., Ltd.                   | 10<br>40<br>39        | New                   | Automotive lighting equipment                                                 | 270       | 1983                                      |
| North Pacific Paper Corp.       | Longview, WA                        | Ichikoh Industries Ltd.<br>Hella K.G. Hueck & Co. Industrie AG<br>Jujo Paper Co., Ltd. | 10<br>51<br>10        | New                   | Newsprint                                                                     | 350       | 1979                                      |
| North Pacific Processors Inc.   | Cordova, AK                         | Weyerhaeuser Co.<br>Marubeni Corp.                                                     | 100                   | New                   | Canned/frozen fish                                                            | 450       | 1972                                      |
| North Pacific Processors Inc.   | Kenai, AK                           | Marubeni Corp.                                                                         | 100                   | New                   | Canned/frozen fish                                                            |           | 1972                                      |
| North Pacific Processors Inc.   | Kodiak, AK                          | Marubeni Corp.                                                                         | 100                   | New                   | Canned/frozen fish                                                            |           | 1972                                      |
| Northern Seafood Inc.           | Anchorage, AK                       | Hohsui Corp.                                                                           | 100                   | New                   | Frozen fish                                                                   | 200       | 1979                                      |
| Northwestern Industries, Inc.   | Seattle, WA                         | Central Glass Co., Ltd.                                                                | 100                   | Acquired              | Tempered/laminated glass                                                      | 175       | 1974                                      |
| Nova Steel Processing Inc.      | Tipp City, OH                       | C. Itoh & Co., Ltd.<br>Armco Inc.                                                      | 50<br>50              | New                   | Steel processing                                                              | 25        | 1986                                      |
| Nutrius Inc.                    | Van Buren, AR                       | Mitsui & Co., Ltd.                                                                     | 100                   | Acquired              | Feed additives                                                                | 155       | 1981                                      |
| Nutrius Inc.                    | Cypress, CA                         | Mitsui & Co., Ltd.                                                                     | 100                   | Acquired              | Feed additives                                                                |           | 1984                                      |
| Nutrius Inc.                    | Fresno, CA                          | Mitsui & Co., Ltd.                                                                     | 100                   | Acquired              | Feed additives                                                                |           | 1981                                      |
| Nutrius Inc.                    | Kingsburg, CA                       | Mitsui & Co., Ltd.                                                                     | 100                   | Acquired              | Feed additives                                                                |           | 1984                                      |
| Nutrius Inc.                    | Manson, IA                          | Mitsui & Co., Ltd.                                                                     | 100                   | Acquired              | Feed additives                                                                |           | 1983                                      |
| Nutrius Inc.                    | Louisville, KY                      | Mitsui & Co., Ltd.                                                                     | 100                   | Acquired              | Feed additives                                                                |           | 1981                                      |
| OMI Georgia Inc.                | Columbus, GA                        | Omi Kenshi Co., Ltd.<br>Nissho Iwai Corp.                                              | 81<br>19              | Acquired              | Cotton yarn                                                                   | 150       | 1975                                      |
| Oak-Mitsui, Inc.                | Hoosick Falls, NY                   | Mitsui Mining & Smelting Co., Ltd.                                                     | 49.9                  | New                   | Electro-deposited copper foil                                                 | 165       | 1976                                      |
| Obun Hawaii, Inc.               | Honolulu, HI                        | Allied-Signal Inc.                                                                     | 50.1                  |                       |                                                                               |           |                                           |
| Ogihara America Corp.           | Howell, MI                          | Obun Printing Co., Inc.                                                                | 100                   | New                   | Offset printing                                                               | 15        | 1970                                      |
| Okabashi (U.S.) Corp.           | Buford, GA                          | Ogihara Iron Works Co., Ltd.<br>Okabashi Co., Ltd.                                     | 100<br>Minority share | New                   | Automotive body stampings<br>Men's, women's/children's sandals/other footwear | 120<br>65 | 1987<br>1982                              |
| ●Okamoto Corp.                  | Buffalo Grove, IL                   | Okamoto Machine Tool Works, Ltd.                                                       | 100                   | New                   | Surface grinders                                                              | 30        | 1986                                      |

| Company                                         | Plant Location        | Parent                              | Share | New<br>or<br>Acquired | Product Line                                                                                          | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-------------------------------------------------|-----------------------|-------------------------------------|-------|-----------------------|-------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Okidata Group                                   | Mt. Laurel, NJ        | Ok Electric Industry Co., Ltd.      | 100%  | New                   | Computer printers, modems                                                                             | 350       | 1972                                      |
| Ok Electric Semiconductor Group                 | Sunnyvale, CA         | Ok Electric Industry Co., Ltd.      | 100   | New                   | Integrated circuits                                                                                   | 130       | 1984                                      |
| Ok Electric Telecom Group                       | Norcross, GA          | Ok Electric Industry Co., Ltd.      | 100   | New                   | Cellular mobile communications equipment, automotive engine control units/other electronics equipment | 400       | 1984                                      |
| Okuma Machinery Inc.                            | Hauppauge, NY         | Okuma Machinery Works, Ltd.         | 100   | New                   | Numerically controlled lathes                                                                         | 20        | 1985                                      |
| ●Olin-Asahi Interconnect Technologies           | Stratford, CT         | Asahi Glass Co., Ltd.               | 50    | New                   | Ceramic substrates for hybrid circuits                                                                | 25        | 1986                                      |
| ●Olin Corp.                                     |                       | Olin Corp.                          | 50    |                       |                                                                                                       |           |                                           |
| ●Oliver America High Point Woodworking Co. Inc. | High Point, NC        | Fuji Steel Co., Ltd.                | 100   | Acquired              | Wood chairs, tables, china cabinets/turnings                                                          | 100       | 1986                                      |
| Olympic Wood Products Inc.                      | Port Angeles, WA      | Takeuchi Lumber Co., Ltd.           | 50    | New                   | Lumber                                                                                                | 44        | 1979                                      |
|                                                 |                       | Kanda Corp.                         | 40    |                       |                                                                                                       |           |                                           |
|                                                 |                       | Aika Kogyo Co., Ltd.                | 10    |                       |                                                                                                       |           |                                           |
| Olympic Wood Products Inc.                      | Shelton, WA           | Takeuchi Lumber Co., Ltd.           | 50    | New                   | Lumber                                                                                                | 40        | 1982                                      |
|                                                 |                       | Kanda Corp.                         | 40    |                       |                                                                                                       |           |                                           |
|                                                 |                       | Aika Kogyo Co., Ltd.                | 10    |                       |                                                                                                       |           |                                           |
| Omega Tube & Conduit Corp.                      | Little Rock, AR       | Sumitomo Metal Industries, Ltd.     | 80    | New                   | Welded steel tubing                                                                                   | 148       | 1985                                      |
|                                                 |                       | Quality Metals Corp.                | 10    |                       |                                                                                                       |           |                                           |
|                                                 |                       | Sumitomo Corp.                      | 10    |                       |                                                                                                       |           |                                           |
| Ooya U.S.A., Inc.                               | Elk Grove Village, IL | Ooya Machinery Works Co., Ltd.      | 100   | New                   | Machining centers, radial drills                                                                      | 5         | 1970                                      |
| ●Optec D.D. U.S.A., Inc.                        | Mexico, MO            | Optec Dai-Ichi Denko Co., Ltd.      | 100   | New                   | Magnet wire                                                                                           | 50        | 1987                                      |
| Orange Bakery, Inc.                             | Irvine, CA            | Rheon Automatic Machinery Co., Ltd. | 100   | New                   | Bakery products                                                                                       | 100       | 1979                                      |
| Orange Bakery, Inc.                             | Irvine, CA            | Rheon Automatic Machinery Co., Ltd. | 100   | New                   | Bakery products                                                                                       | 15        | 1985                                      |
| ●Orange Bakery, Inc.                            | Huntersville, NC      | Rheon Automatic Machinery Co., Ltd. | 100   | New                   | Bakery products                                                                                       | 30        | 1987                                      |
| Oxford Wire & Cable Services Inc.               | Oxford, MS            | Hayakawa Densen Kogyo Co., Ltd.     | 70    | New                   | Wire harnesses for appliances                                                                         | 130       | 1986                                      |
|                                                 |                       | Hitachi Cable, Ltd.                 | 30    |                       |                                                                                                       |           |                                           |
| Oyo Corp. U.S.A.                                | Houston, TX           | Oyo Corp.                           | 100   | New                   | Geophysical equipment                                                                                 | 160       | 1981                                      |
| Ozeki San Benito Inc.                           | Hollister, CA         | Ozeki Sake Brewing Co., Ltd.        | 80    | New                   | Sake, cooking wine                                                                                    | 17        | 1979                                      |
|                                                 |                       | Kikkoman Corp.                      | 20    |                       |                                                                                                       |           |                                           |
| PMP Fermentation Products Inc.                  | Peoria, IL            | Fujisawa Pharmaceutical Co., Ltd.   | 100   | Acquired              | Enzymes, chelating agents used in metal cleaning/bottle washing compounds                             | 40        | 1985                                      |
| Pacific Fisheries Inc.                          | Anchorage, AK         | Hokkaido Gogyo Kosha Co., Ltd.      | 100   | Acquired              | Frozen fish                                                                                           | 90        | 1979                                      |
| Pacific Propeller, Inc.                         | Kent, WA              | Minebea Co., Ltd.                   | 100   | Acquired              | Aircraft propellers                                                                                   | 80        | 1982                                      |
| Palmco Inc.                                     | Portland, OR          | Mitsubishi Corp.                    | 100   | New                   | Vegetable oil                                                                                         | 38        | 1973                                      |
| Pan Pacific Yarn, Inc.                          | Los Angeles, CA       | Mitsubishi Rayon Co., Ltd.          | 55    | New                   | Yarn finishing                                                                                        | 40        | 1973                                      |
|                                                 |                       | Nishijin Senshoku Co., Ltd.         | 25    |                       |                                                                                                       |           |                                           |
|                                                 |                       | Kanematsu-Gosho Ltd.                | 20    |                       |                                                                                                       |           |                                           |
| Pasco Corp. of America                          | Torrance, CA          | Shikishima Baking Co., Ltd.         | 85    | New                   | Bakery products                                                                                       | 40        | 1984                                      |
|                                                 |                       | Nissho Iwai Corp.                   | 15    |                       |                                                                                                       |           |                                           |

| Company                              | Plant Location      | Parent                          | Share | New<br>or<br>Acquired | Product Line                                             | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|--------------------------------------|---------------------|---------------------------------|-------|-----------------------|----------------------------------------------------------|-----------|-------------------------------------------|
| Pearl International Corp.            | North Hollywood, CA | Pearl Musical Instrument Co.    | 100%  | New                   | Musical drums                                            | 10        | 1979                                      |
| Pearl International Corp.            | Fairfield, NJ       | Pearl Musical Instrument Co.    | 100   | New                   | Musical drums                                            | 10        | 1979                                      |
| Pearl International Corp.            | Nashville, TN       | Pearl Musical Instrument Co.    | 100   | New                   | Musical drums                                            | 45        | 1979                                      |
| Pearl International Corp.            | Grand Prairie, TX   | Pearl Musical Instrument Co.    | 100   | New                   | Musical drums                                            | 10        | 1979                                      |
| ●Penstone Inc.                       | Rockwood, MI        | Ishizaki Honten Co., Ltd.       | 70    | New                   | Automotive safety glass                                  | 25        | 1987                                      |
|                                      |                     | Nippon Sheet Glass Co., Ltd.    | 30    |                       |                                                          |           |                                           |
| Pentax Ophthalmic Inc.               | Minnetonka, MN      | Asahi Optical Co., Ltd.         | 100   | New                   | Lens coating                                             | 25        | 1986                                      |
| Pentel of America, Ltd.              | Torrance, CA        | Pentel Co., Ltd.                | 100   | New                   | Writing instruments                                      | 200       | 1973                                      |
| PepCom Industries Inc.               | Garden City, NY     | Suntory Ltd.                    | 100   | Acquired              | Soft drinks                                              | 1,000     | 1980                                      |
| PepCom Industries Inc.               | Patchogue, NY       | Suntory Ltd.                    | 100   | Acquired              | Soft drinks                                              |           | 1980                                      |
| PepCom Industries Inc.               | Durham, NC          | Suntory Ltd.                    | 100   | Acquired              | Soft drinks                                              |           | 1980                                      |
| PepCom Industries Inc.               | Lumberton, NC       | Suntory Ltd.                    | 100   | Acquired              | Soft drinks                                              |           | 1980                                      |
| PepCom Industries Inc.               | Raleigh, NC         | Suntory Ltd.                    | 100   | Acquired              | Soft drinks                                              |           | 1980                                      |
| PepCom Industries Inc.               | Rocky Mount, NC     | Suntory Ltd.                    | 100   | Acquired              | Soft drinks                                              |           | 1980                                      |
| Peter Pan Seafoods Inc.              | Dillingham, AK      | Nichiro Gyogyo Kaisha, Ltd.     | 100   | Acquired              | Canned fish                                              | 220       | 1979                                      |
| Peter Pan Seafoods Inc.              | King Cove, AK       | Nichiro Gyogyo Kaisha, Ltd.     | 100   | Acquired              | Canned/frozen fish                                       | 300       | 1979                                      |
| Peter Pan Seafoods Inc.              | Port Moller, AK     | Nichiro Gyogyo Kaisha, Ltd.     | 100   | Acquired              | Frozen fish                                              | 120       | 1979                                      |
| ●Phospho-Energetics Inc.             | Havertown, PA       | Otsuka Pharmaceutical Co., Ltd. | 40    | Acquired              | Nuclear magnetic resonance spectrometers/imaging systems | 18        | 1986                                      |
| ●Pilot Corp. of America              | Trumbull, CT        | Pilot Pen Co., Ltd.             | 100   | New                   | Ballpoint pens                                           | 90        | 1987                                      |
| Pioneer Electronics Technology, Inc. | Pomona, CA          | Pioneer Electronic Corp.        | 100   | New                   | Stereo speakers, stereo cabinets                         | 400       | 1978                                      |
| Pioneer Industrial Components Inc.   | Springboro, OH      | Pioneer Electronic Corp.        | 100   | New                   | Automotive audio equipment                               | 50        | 1986                                      |
| Pioneer Video Manufacturing Inc.     | Carson, CA          | Pioneer Electronic Corp.        | 100   | Acquired              | Video discs                                              | 180       | 1982                                      |
| ●Poly-Optical Products Inc.          | Santa Ana, CA       | Mitsubishi Rayon Co., Ltd.      | 10    | Acquired              | Fiber-optic components                                   | 50        | 1986                                      |
| Polychrome Corp.                     | Chicago, IL         | Dainippon Ink & Chemicals, Inc. | 100   | New                   | Specialty resins                                         | 1,300     | 1986                                      |
| Polychrome Corp.                     | Chicago, IL         | Dainippon Ink & Chemicals, Inc. | 100   | Acquired              | Industrial chemicals                                     |           | 1979                                      |
| Polychrome Corp.                     | Clark, NJ           | Dainippon Ink & Chemicals, Inc. | 100   | Acquired              | Photographic film                                        |           | 1979                                      |
| Polychrome Corp.                     | Newark, NJ          | Dainippon Ink & Chemicals, Inc. | 100   | Acquired              | Industrial chemicals                                     |           | 1979                                      |
| Polychrome Corp.                     | Yonkers, NY         | Dainippon Ink & Chemicals, Inc. | 100   | Acquired              | Lithographic plates                                      |           | 1979                                      |
| Portac Inc.                          | Tacoma, WA          | Mitsui & Co., Ltd.              | 100   | Acquired              | Lumber                                                   | 17        | 1978                                      |
| Powerex, Inc.                        | Auburn, NY          | Mitsubishi Electric Corp.       | 10    | Acquired              | Discrete devices                                         | 200       | 1985                                      |
|                                      |                     | General Electric Co.            | 45    |                       |                                                          |           |                                           |
| Powerex, Inc.                        | Youngwood, PA       | Westinghouse Electric Corp.     | 45    |                       |                                                          |           |                                           |
|                                      |                     | Mitsubishi Electric Corp.       | 10    | Acquired              | Discrete devices                                         | 350       | 1985                                      |
|                                      |                     | General Electric Co.            | 45    |                       |                                                          |           |                                           |
| Powerex, Inc.                        | Gurabo, PR          | Westinghouse Electric Corp.     | 45    |                       |                                                          |           |                                           |
|                                      |                     | Mitsubishi Electric Co.         | 10    | Acquired              | Discrete devices                                         | 200       | 1985                                      |
|                                      |                     | General Electric Co.            | 45    |                       |                                                          |           |                                           |
|                                      |                     | Westinghouse Electric Corp.     | 45    |                       |                                                          |           |                                           |
| Primo Microphone Inc.                | McKinny, TX         | Primo Co., Ltd.                 | 100   | New                   | Microphones, telephone hand sets                         | 100       | 1981                                      |
| ●Pyramid Optical Corp.               | Irvine, CA          | Sokkisha Co., Ltd.              | 100   | Acquired              | Optical prisms                                           | 60        | 1986                                      |
| Q & B Foods, Inc.                    | Irwindale, CA       | Q.F. Corp.                      | 99    | New                   | Salad dressings, mayonnaise                              | 45        | 1982                                      |
|                                      |                     | Nakashima-to Co., Ltd.          | 1     |                       |                                                          |           |                                           |

| Company                                 | Plant Location        | Parent                                                    | Share    | New<br>or<br>Acquired | Product Line                                                                              | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-----------------------------------------|-----------------------|-----------------------------------------------------------|----------|-----------------------|-------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| ●QC Optics, Inc.                        | Burlington, MA        | Kobe Steel, Ltd.                                          | 100%     | Acquired              | Laser inspection equipment                                                                | 45        | 1986                                      |
| ●Quartz International Corp.             | Santa Clara, CA       | Toshiba Ceramics Co., Ltd.                                | 80       | Acquired              | Quartz/pyrex apparatus for semiconductor industry                                         | 170       | 1986                                      |
| ●Quartz International Corp.             | Colorado Springs, CO  | Toshiba Ceramics Co., Ltd.                                | 80       | Acquired              | Quartz/pyrex apparatus for semiconductor industry                                         |           | 1986                                      |
| ●Quartz International Corp.             | Danbury, CT           | Toshiba Ceramics Co., Ltd.                                | 80       | Acquired              | Quartz/pyrex apparatus for semiconductor industry                                         |           | 1986                                      |
| ●Quartz International Corp.             | Albuquerque, NM       | Toshiba Ceramics Co., Ltd.                                | 80       | Acquired              | Quartz/pyrex apparatus for semiconductor industry                                         |           | 1986                                      |
| ●Quartz International Corp.             | Dallas, TX            | Toshiba Ceramics Co., Ltd.                                | 80       | Acquired              | Quartz/pyrex apparatus for semiconductor industry                                         |           | 1986                                      |
| ●Quartz International Corp.             | West Jordan, UT       | Toshiba Ceramics Co., Ltd.                                | 80       | Acquired              | Quartz/pyrex apparatus for semiconductor industry                                         |           | 1986                                      |
| Racet Computes, Ltd.                    | Brea, CA              | Dai-Ichi Kangyo Bank, Ltd.                                | 30       | Acquired              | Computer mass storage subsystems                                                          | 25        | 1984                                      |
| ●Rachwal Systems Inc.                   | Ashland, MA           | Dainippon Ink & Chemicals, Inc.                           | 100      | Acquired              | Camera systems for lithographic use                                                       | 53        | 1986                                      |
| ●Radiation Dynamics, Inc.               | Melville, NY          | Sumitomo Heavy Industries, Ltd.                           | 100      | Acquired              | Electron beam accelerators                                                                | 70        | 1986                                      |
| Rakuyo Ken U.S.A., Inc.                 | Honolulu, HI          | Rakuyo Shokuhin Co., Ltd.                                 | 100      | New                   | Oriental dumplings                                                                        | 5         | 1981                                      |
| Ricoh Electronics, Inc.                 | Irvine, CA            | Ricoh Co., Ltd.                                           | 100      | New                   | Copiers, photosensitive drums, sorters/harnesses for copiers, facsimiles                  | 475       | 1973                                      |
| Ricoh Electronics, Inc.                 | Santa Ana, CA         | Ricoh Co., Ltd.                                           | 100      | New                   | Toner for copiers, plastic toner bottles, thermal-sensitive paper                         | 475       | 1979                                      |
| Riken Spring Inc.                       | Elk Grove Village, IL | Riken Spring Co., Ltd.                                    | 45       | New                   | Precision springs                                                                         | 25        | 1980                                      |
| ●Ryobi Electric Tool Manufacturing Inc. | Chandler, AZ          | Ryobi Ltd.<br>Inertia Dynamics Corp.                      | 95<br>5  | New                   | Power handtools                                                                           | 100       | 1987                                      |
| S & B International Corp.               | Torrance, CA          | S & B Shokuhin Co., Ltd.                                  | 100      | New                   | Seasoning mixes                                                                           | 7         | 1975                                      |
| S.E.H. America, Inc.                    | Vancouver, WA         | Shin-Etsu Handotai Co., Ltd.                              | 100      | New                   | Single-crystal silicon ingots, silicon wafers, epitaxial silicon wafers                   | 790       | 1980                                      |
| SMC Pneumatics, Inc.                    | Indianapolis, IN      | SMC Corp.                                                 | 100      | New                   | Directional air valves, air cylinders                                                     | 75        | 1972                                      |
| SMK Manufacturing Inc.                  | Placentia, CA         | SMK Corp.                                                 | 100      | Acquired              | Computer keyboards                                                                        | 60        | 1981                                      |
| Saint-Germain America, Inc.             | Honolulu, HI          | Tokyu Foods Co., Ltd.<br>Tokyu Department Store Co., Ltd. | 60<br>40 | New                   | Bakery products                                                                           | 52        | 1977                                      |
| Saki Magnetics, Inc.                    | Culver City, CA       | TDK Corp.                                                 | 100      | Acquired              | Magnetic recording heads                                                                  | 40        | 1972                                      |
| Sakura Noodle Inc.                      | Los Angeles, CA       | Yaohan Department Store Co., Ltd.                         | 100      | New                   | Instant noodles                                                                           | 12        | 1979                                      |
| ●Samco-March                            | Concord, CA           | Samco International Inc.<br>March Instruments Inc.        | 50<br>50 | New                   | Semiconductor production equipment                                                        | 12        | 1986                                      |
| San-O Industrial Corp.                  | Bohemia, NY           | S.O.C. Corp.                                              | 100      | New                   | Electronic fuses, fuse holders, fuse blocks, terminals/related equipment                  | 70        | 1981                                      |
| Sanden International (USA), Inc.        | Dallas, TX            | Sanden Corp.                                              | 100      | New                   | Compressors, compressor clutches/evaporator coils for automotive air conditioning systems | 185       | 1980                                      |

| Company                                              | Plant Location      | Parent                          | Share | New<br>or<br>Acquired | Product Line                                                                         | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|------------------------------------------------------|---------------------|---------------------------------|-------|-----------------------|--------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Sanyo E & E Corp.                                    | San Diego, CA       | Sanyo Electric Co., Ltd.        | 100%  | New                   | Compact refrigerators                                                                | 320       | 1979                                      |
| •Sanyo E & E Corp.                                   | Richmond, IN        | Sanyo Electric Co., Ltd.        | 100   | Acquired              | Compact refrigerators                                                                | 200       | 1986                                      |
| Sanyo Fisher U.S.A. Corp.                            | Milroy, PA          | Sanyo Electric Co., Ltd.        | 100   | Acquired              | Stereo speakers                                                                      | 370       | 1975                                      |
| Sanyo Foods Corp. of America                         | Garden Grove, CA    | Sanyo Foods Co., Ltd.           | 100   | New                   | Instant noodles                                                                      | 45        | 1979                                      |
| •Sanyo Laser Products, Inc.                          | Richmond, IN        | Sanyo Electric Co., Ltd.        | 100   | New                   | Audio compact discs                                                                  | 100       | 1987                                      |
| •Sanyo Machine America Corp.                         | Rochester Hills, MI | Sanyo Kiko Co., Ltd.            | 100   | New                   | Automated automotive welding, assembly/framing systems                               | 25        | 1987                                      |
| Sanyo Manufacturing Corp.                            | Forrest City, AR    | Sanyo Electric Co., Ltd.        | 75    | Acquired              | Color television sets, microwave ovens                                               | 1,200     | 1977                                      |
| •Sanyo Sewing America Inc.                           | Oneonta, NY         | Sears, Roebuck & Co.            | 25    |                       |                                                                                      |           |                                           |
|                                                      |                     | Sanyo Shokai Ltd.               | 75    | New                   | Men's/women's raincoats                                                              | 110       | 1987                                      |
|                                                      |                     | Mitsui & Co., Ltd.              | 25    |                       |                                                                                      |           |                                           |
| SeaBlends Food Co. Inc.                              | Seattle, WA         | Nichiro Gyogyo Kaisha, Ltd.     | 100   | New                   | Frozen imitation crab products                                                       | 50        | 1986                                      |
| Seiko Time Corp.                                     | El Segundo, CA      | Seiko Epson Corp.               | 100   | New                   | Quartz clocks/watches                                                                | 200       | 1980                                      |
| Sekisui America Corp., Eslon Thermoplastics Division | Pineville, NC       | Sekisui Chemical Co., Ltd.      | 100   | Acquired              | Polyvinyl chloride/chlorinated polyvinyl chloride pipe/fittings                      | 122       | 1978                                      |
| Sekisui America Corp., Voltek Division               | Lawrence, MA        | Sekisui Chemical Co., Ltd.      | 100   | Acquired              | Polyethylene foam sheets/tubing                                                      | 100       | 1969                                      |
| Sekisui America Corp., Voltek Division               | Coldwater, MI       | Sekisui Chemical Co., Ltd.      | 100   | Acquired              | Polyethylene foam sheets/tubing                                                      | 120       | 1969                                      |
| Shachihata Inc. (U.S.A.)                             | Torrance, CA        | Shachihata Industrial Co., Ltd. | 100   | New                   | Pre-inked rubber stamps                                                              | 60        | 1972                                      |
| Shachihata Inc. (U.S.A.)                             | Lakewood, NJ        | Shachihata Industrial Co., Ltd. | 100   | New                   | Pre-inked rubber stamps                                                              | 53        | 1985                                      |
| Sharp Manufacturing Co. of America                   | Memphis, TN         | Sharp Corp.                     | 100   | New                   | Color television sets, microwave ovens                                               | 830       | 1979                                      |
| Sheller-Ryobi Corp.                                  | Shelbyville, IN     | Ryobi Ltd.                      | 55    | New                   | Die-cast aluminum automotive transmission cases                                      | 100       | 1986                                      |
| •Shibuya America Corp., Kris-Tech Division           | Modesto, CA         | Sheller-Globe Corp.             | 45    |                       |                                                                                      |           |                                           |
| •Shima Seiki U.S.A. Inc.                             | Cranberry, NJ       | Shibuya Kogyo Co., Ltd.         | 100   | Acquired              | Labeling/heat-shrink packaging machines                                              | 20        | 1986                                      |
|                                                      |                     | Shima Seiki Manufacturing Ltd.  | 52    | New                   | Knitting machines                                                                    | 17        | 1986                                      |
|                                                      |                     | C. Itoh & Co., Ltd.             | 48    |                       |                                                                                      |           |                                           |
| Shimadzu Scientific Instruments, Inc.                | Columbia, MD        | Shimadzu Corp.                  | 100   | New                   | Gas/liquid chromatographs, spectrophotometers, viscosimeters/other testing equipment | 80        | 1975                                      |
| Shindo International, Inc.                           | Clifton, NJ         | Shindo Shashin Seikan K.K.      | 51    | New                   | Offset plates                                                                        | 14        | 1978                                      |
|                                                      |                     | Sunday Alexander Inc.           | 49    |                       |                                                                                      |           |                                           |
| Shinko Electric America Inc.                         | Manteca, CA         | Shinko Electric Co., Ltd.       | 100   | New                   | Lead frames for integrated circuits                                                  | 34        | 1983                                      |
| Shinko Wire America, Inc.                            | Houston, TX         | Shinko Wire Co., Ltd.           | 100   | New                   | Stranded wire cable for prestressed concrete                                         | 50        | 1980                                      |
| Shintech Inc.                                        | Freeport, TX        | Shin-Etsu Chemical Co., Ltd.    | 100   | New                   | Polyvinyl chloride resins                                                            | 140       | 1974                                      |
| Shiseido Cosmetics (America), Ltd.                   | Oakland, NJ         | Shiseido Co., Ltd.              | 100   | New                   | Fragrances, skin care products                                                       | 115       | 1981                                      |
| •Showa Aluminum Corp. of America                     | Mt. Sterling, OH    | Showa Aluminum Corp.            | 100   | New                   | Heat exchangers, evaporators/condensers for automotive air conditioning systems      | 45        | 1987                                      |
| Sierracin Glass                                      | Sylmar, CA          | Asahi Glass Co., Ltd.           | 50    | New                   | Glass transparencies                                                                 | 50        | 1982                                      |
| Transparencies Inc.                                  |                     | Sierracin Corp.                 | 50    |                       |                                                                                      |           |                                           |

| Company                                   | Plant Location             | Parent                               | Share | New<br>or<br>Acquired | Product Line                                                       | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-------------------------------------------|----------------------------|--------------------------------------|-------|-----------------------|--------------------------------------------------------------------|-----------|-------------------------------------------|
| •Siltec Corp., Cybeq                      | Menlo Park, CA             | Mitsubishi Metal Corp.               | 60%   | Acquired              | Wafer fabrication/handling equipment                               | 500       | 1986                                      |
|                                           |                            | Mitsubishi Mining & Cement Co., Ltd. | 30    |                       |                                                                    |           |                                           |
| •Siltec Corp., Siltec Silicon             | Salem, OR                  | Mitsubishi Corp.                     | 10    |                       |                                                                    |           |                                           |
|                                           |                            | Mitsubishi Metal Corp.               | 60    | Acquired              | Silicon wafers                                                     |           | 1986                                      |
|                                           |                            | Mitsubishi Mining & Cement Co., Ltd. | 30    |                       |                                                                    |           |                                           |
| SiScan Systems, Inc.                      | Campbell, CA               | Mitsubishi Corp.                     | 10    |                       |                                                                    |           |                                           |
| Sony Corp. of America                     | Delano, PA                 | Mitsubishi Corp.                     | 25    | Acquired              | Semiconductor test equipment                                       | 60        | 1985                                      |
| Sony Magnetic Products, Inc.              | Dothan, AL                 | Sony Corp.                           | 100   | New                   | Stereo speakers                                                    | 50        | 1974                                      |
|                                           |                            | Sony Corp.                           | 100   | New                   | Audio/videocassette tapes, plastic cassettes, floppy disks         | 1,300     | 1977                                      |
| Sony Magnetic Products, Inc.              | Laredo, TX                 | Sony Corp.                           | 100   | New                   | Audio cassette tapes                                               | 100       | 1979                                      |
| Sony Manufacturing Co. of America         | San Diego, CA              | Sony Corp.                           | 100   | New                   | Color television sets, picture tubes                               | 1,600     | 1972                                      |
| Sony Professional Products Co.            | Fort Lauderdale, FL        | Sony Corp.                           | 100   | Acquired              | Audio/video studio equipment, videocassette recorders (industrial) | 300       | 1982                                      |
| Sosner Tap & Tool Corp.                   | Brunswick, GA              | OSG Manufacturing Co.                | 100   | New                   | Taps, dies, end mills                                              | 120       | 1979                                      |
| •Southwire-Furukawa Cable Co.             | Carrollton, GA             | Furukawa Electric Co., Ltd.          | 40    | New                   | Underground power cables                                           | 100       | 1986                                      |
|                                           |                            | Southwire Co.                        | 60    |                       |                                                                    |           |                                           |
| •J.I. Stanley Co., Inc.                   | Battle Creek, MI           | Stanley Electric Co., Ltd.           | 70    | New                   | Automotive lighting equipment                                      | 38        | 1987                                      |
|                                           |                            | Kyokuto Boeki Kaisha Ltd.            | 30    |                       |                                                                    |           |                                           |
| Stanley Electric U.S. Co., Inc.           | London, OH                 | Stanley Electric Co., Ltd.           | 100   | New                   | Automotive/motorcycle lighting equipment                           | 130       | 1982                                      |
| Stauffer-Meiji, Inc.                      | York, PA                   | Meiji Seika Kaisha, Ltd.             | 75    | New                   | Confectionery, snacks                                              | 100       | 1986                                      |
|                                           |                            | D.F. Stauffer Biscuit Co., Inc.      | 25    |                       |                                                                    |           |                                           |
| •Sugiyu U.S.A. Inc.                       | Anacortes, WA              | Sugiyu Co., Ltd.                     | 60    | New                   | Frozen imitation crab products                                     | 100       | 1987                                      |
|                                           |                            | Nichimen Corp.                       | 20    |                       |                                                                    |           |                                           |
|                                           |                            | Berelson Co.                         | 20    |                       |                                                                    |           |                                           |
| Sumiden Wire Products Corp.               | Stockton, CA               | Sumitomo Electric Industries, Ltd.   | 80    | New                   | Stranded steel wire for prestressed concrete, stainless steel wire | 50        | 1979                                      |
| •Sumirell Inc.                            | Elmyra, NY                 | Sumitomo Corp.                       | 20    |                       |                                                                    |           |                                           |
| Sumitac Inc.                              | Benton Harbor, MI          | Sumitomo Corp.                       | 100   | New                   | Subway cars                                                        | 445       | 1986                                      |
|                                           |                            | Sumitomo Metal Industries, Ltd.      | 50    | New                   | Coating/repair of continuous steel casting molds                   | 60        | 1985                                      |
|                                           |                            | Osaka Fuji Kogyo Co., Ltd.           | 5     |                       |                                                                    |           |                                           |
|                                           |                            | Satosan Co., Ltd.                    | 5     |                       |                                                                    |           |                                           |
| •Sumitomo Electric Fiber Optic Corp.      | Research Triangle Park, NC | Electro-Coatings Inc.                | 40    |                       |                                                                    |           |                                           |
|                                           |                            | Sumitomo Electric Industries, Ltd.   | 100   | New                   | Fiber-optic cables                                                 | 90        | 1986                                      |
| Sumitomo Electric Research Triangle, Inc. | Research Triangle Park, NC | Sumitomo Electric Industries, Ltd.   | 100   | New                   | Fiber optics                                                       | 150       | 1985                                      |
| •Sumitomo Electric Wiring Systems Inc.    | Morgantown, KY             | Sumitomo Electric Industries, Ltd.   | 60    | New                   | Automotive wire harnesses                                          | 250       | 1987                                      |
|                                           |                            | Sumitomo Wiring Systems, Ltd.        | 40    |                       |                                                                    |           |                                           |

| Company                                   | Plant Location      | Parent                             | Share | New<br>or<br>Acquired | Product Line                                   | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|-------------------------------------------|---------------------|------------------------------------|-------|-----------------------|------------------------------------------------|-----------|-------------------------------------------|
| Sumitomo Machinery Corp.<br>of America    | Anaheim, CA         | Sumitomo Heavy Industries,<br>Ltd. | 100%  | New                   | Speed reducers, gearmotors, speed<br>variators | 118       | 1986                                      |
| Sumitomo Machinery Corp.<br>of America    | Wood Dale, IL       | Sumitomo Heavy Industries,<br>Ltd. | 100   | New                   | Speed reducers, gearmotors, speed<br>variators |           | 1985                                      |
| Sumitomo Machinery Corp.<br>of America    | Teterboro, NJ       | Sumitomo Heavy Industries,<br>Ltd. | 100   | New                   | Speed reducers, gearmotors, speed<br>variators |           | 1966                                      |
| Sumitomo Metal Mining<br>California Corp. | Fremont, CA         | Sumitomo Metal Mining Co.,<br>Ltd. | 100   | New                   | Lead frames for integrated<br>circuits         | 80        | 1985                                      |
| •Sun Chemical Corp.                       | Bakersfield, CA     | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   | 3,500     | 1986                                      |
| •Sun Chemical Corp.                       | Orlando, FL         | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Chicago, IL         | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Kankakee, IL        | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Northlake, IL       | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Frankfort, IN       | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Indianapolis, IN    | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Williamsport, MD    | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Muskegon, MI        | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Pigments                                       |           | 1986                                      |
| •Sun Chemical Corp.                       | St. Louis, MO       | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | East Rutherford, NJ | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Newark, NJ          | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Pigments                                       |           | 1986                                      |
| •Sun Chemical Corp.                       | Rosebank, NY        | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Pigments                                       |           | 1986                                      |
| •Sun Chemical Corp.                       | Amelia, OH          | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Pigments                                       |           | 1986                                      |
| •Sun Chemical Corp.                       | Cincinnati, OH      | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Pigments                                       |           | 1986                                      |
| •Sun Chemical Corp.                       | Tulsa, OK           | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Philadelphia, PA    | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Dickson, TN         | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| •Sun Chemical Corp.                       | Gallatin, TN        | Dainippon Ink & Chemicals,<br>Inc. | 100   | Acquired              | Printing ink                                   |           | 1986                                      |
| Sun-Husker Foods, Inc.                    | Lincoln, NE         | Nichirei Corp.                     | 83    | Acquired              | Chicken processing                             | 50        | 1984                                      |
| Suzuhiro U.S.A. Inc.                      | Los Angeles, CA     | Suzuhiro Kamaboko Co., Ltd.        | 100   | New                   | Fish cakes                                     | 10        | 1981                                      |
| Systems Magnetic Co.                      | Anaheim, CA         | Hitachi Metals, Ltd.               | 100   | Acquired              | Voice coil motors for computer<br>disk drives  | 250       | 1984                                      |
| •TDK Components U.S.A. Inc.               | Peachtree City, GA  | TDK Corp.                          | 100   | New                   | Ceramic capacitors                             | 10        | 1986                                      |

| Company                               | Plant Location       | Parent                               | Share | New<br>or<br>Acquired | Product Line                                                                                    | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|---------------------------------------|----------------------|--------------------------------------|-------|-----------------------|-------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| TDK Electronics Corp.                 | Peachtree City, GA   | TDK Corp.                            | 100%  | New                   | Videocassette tapes, plastic cassettes                                                          | 350       | 1981                                      |
| TDK Magnetic Tape Corp.               | Irvine, CA           | TDK Corp.                            | 100   | New                   | Audio cassette tapes, plastic cassettes                                                         | 400       | 1973                                      |
| •TG (U.S.A.) Corp.                    | Perryville, MO       | Toyoda Gosei Co., Ltd.               | 80    | New                   | Automotive steering wheels/governor gears                                                       | 42        | 1987                                      |
| TKG International Corp.               | Macon, GA            | Mitsui & Co., Ltd.                   | 20    |                       |                                                                                                 |           |                                           |
|                                       |                      | Takagi Chokoku Co., Ltd.             | 55    | New                   | Textile printing screens                                                                        | 60        | 1976                                      |
|                                       |                      | Tokai Senko K.K.                     | 45    |                       |                                                                                                 |           |                                           |
| TNS Mills, Inc.                       | Eufaula, AL          | Tsuzuki Spinning Co., Ltd.           | 100   | Acquired              | Cotton yarn                                                                                     | 150       | 1985                                      |
| TNS Mills, Inc.                       | Blacksburg, SC       | Tsuzuki Spinning Co., Ltd.           | 100   | New                   | Cotton yarn                                                                                     | 350       | 1967                                      |
| TNS Mills, Inc.                       | Spartanburg, SC      | Tsuzuki Spinning Co., Ltd.           | 100   | New                   | Polyester-cotton blend yarn, cotton blend sheeting                                              | 400       | 1982                                      |
| TYK Refractories Co.                  | Irvona, PA           | Tokyo Yogyo Co., Ltd.                | 100   | Acquired              | Steel industry refractory products                                                              | 60        | 1982                                      |
| •TYK Refractories Co.                 | Large, PA            | Tokyo Yogyo Co., Ltd.                | 100   | Acquired              | Steel industry refractory products                                                              | 14        | 1987                                      |
| Tabata USA Inc.                       | Costa Mesa, CA       | Tabata Co., Ltd.                     | 100   | New                   | Diving equipment                                                                                | 8         | 1985                                      |
| Tabuchi Electric Co. of America       | Jackson, TN          | Tabuchi Electric Co., Ltd.           | 100   | New                   | Transformers for microwave ovens                                                                | 200       | 1980                                      |
| Taiyo Yuden (USA), Inc.               | San Marcos, CA       | Taiyo Yuden Co., Ltd.                | 100   | New                   | Axial capacitors                                                                                | 50        | 1981                                      |
| Takane USA, Inc.                      | Torrance, CA         | Takane Sogyo Co., Ltd.               | 28    | New                   | Quartz clock movements                                                                          | 85        | 1980                                      |
|                                       |                      | Takane Co., Ltd.                     | 22    |                       |                                                                                                 |           |                                           |
|                                       |                      | Ikeda Bussan Kaisha, Ltd.            | 18    |                       |                                                                                                 |           |                                           |
|                                       |                      | Micro Engineering Co., Ltd.          | 6     |                       |                                                                                                 |           |                                           |
| Takara Co. New York, Inc.             | Somerset, NJ         | Takara Belmont Co., Ltd.             | 100   | New                   | Dental chairs/other dental equipment, beauty shop chairs/other furniture                        | 80        | 1969                                      |
| Takara Sake USA Inc.                  | Berkeley, CA         | Takara Shuzo Co., Ltd.               | 100   | Acquired              | Sake, plum wine, cooking wine                                                                   | 30        | 1979                                      |
| Takasago International Corp. (U.S.A.) | Rockleigh, NJ        | Takasago International Corp.         | 100   | New                   | Fragrance compounds                                                                             | 70        | 1974                                      |
| Takasago International Corp. (U.S.A.) | Teterboro, NJ        | Takasago International Corp.         | 100   | Acquired              | Food flavoring compounds                                                                        | 60        | 1984                                      |
| Takata Fisher Corp.                   | St. Clair Shores, MI | Takata Corp.                         | 50    | New                   | Automotive seat belts                                                                           | 63        | 1986                                      |
|                                       |                      | General Safety Corp.                 | 50    |                       |                                                                                                 |           |                                           |
| •Takatori Intech Corp.                | Charlotte, NC        | Takatori Corp.                       | 100   | Acquired              | Hosiery finishing machinery                                                                     | 100       | 1986                                      |
| Takeda Chemical Products U.S.A. Inc.  | Wilmington, NC       | Takeda Chemical Industries, Ltd.     | 100   | New                   | Vitamin B <sub>1</sub> mononitrate                                                              | 20        | 1986                                      |
| Tamco                                 | Etiwanda, CA         | Mitsui & Co., Ltd.                   | 25    | New                   | Steel bars/wire rods                                                                            | 320       | 1976                                      |
|                                       |                      | Tokyo Steel Manufacturing Co., Ltd.  | 25    |                       |                                                                                                 |           |                                           |
|                                       |                      | Ameron Inc.                          | 50    |                       |                                                                                                 |           |                                           |
| •Tateho America Inc.                  | Greeneville, TN      | Tateho Chemical Industries Co., Ltd. | 100   | Acquired              | Fused magnesium oxide                                                                           | 60        | 1986                                      |
| Teikoku Corp.                         | Hayward, CA          | Teikoku Chrome Co., Ltd.             | 100   | New                   | Plating/repair of press molds                                                                   | 12        | 1986                                      |
| •Teikoku Corp.                        | Springfield, OH      | Teikoku Chrome Co., Ltd.             | 100   | New                   | Plating/repair of press molds                                                                   | 100*      | 1988*                                     |
| Terumo Medical Corp.                  | Elkton, MD           | Terumo Corp.                         | 100   | New                   | Blood collection tubes/other disposable medical products, digital thermometers, diagnostic kits | 230       | 1973                                      |
| Texprint, Inc.                        | Macon, GA            | Tokai Senko K.K.                     | 100   | New                   | Textile commission printing                                                                     | 176       | 1975                                      |
| Thermalax Inc.                        | Montgomery, AL       | Mitsubishi Aluminum Co., Ltd.        | 50    | New                   | Aluminum extrusions for heat-exchanger applications                                             | 41        | 1986                                      |
|                                       |                      | Thermal Components Inc.              | 50    |                       |                                                                                                 |           |                                           |

| Company                                      | Plant Location           | Parent                               | Share | New<br>or<br>Acquired | Product Line                                                                                                                  | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|----------------------------------------------|--------------------------|--------------------------------------|-------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Thin Film Technology Corp.                   | North Mankato, MN        | Susumu Co., Ltd.                     | 100%  | New                   | Resistors                                                                                                                     | 125       | 1982                                      |
| Thinsheet Metals Co.                         | Waterbury, CT            | Nisshin Steel Co., Ltd.              | 96    | Acquired              | Thin-gauge copper, nickel alloy,<br>brass/stainless steel sheets                                                              | 100       | 1985                                      |
| Three Bond of America, Inc.                  | Torrance, CA             | Three Bond Co., Ltd.                 | 100   | New                   | Adhesives, sealants, locking<br>agents                                                                                        | 30        | 1981                                      |
| Tigerflex Corp.                              | Elk Grove Village,<br>IL | Kuriyama Corp.                       | 50    | New                   | Polyvinyl chloride suction/<br>material handling hose                                                                         | 25        | 1978                                      |
| Toa Medical Electronics<br>(U.S.A.), Inc.    | Carson, CA               | Tigers Polymer Corp.                 | 50    |                       |                                                                                                                               |           |                                           |
| Toa Medical Electronics<br>(U.S.A.), Inc.    | Carson, CA               | Toa Medical Electronics<br>Co., Ltd. | 100   | New                   | Reagents for medical electronic<br>instruments                                                                                | 4         | 1982                                      |
| Tofle America Inc.                           | Exton, PA                | Tofle Co., Inc.                      | 100   | New                   | Stainless steel flexible tubing                                                                                               | 19        | 1980                                      |
| Togiak Fisheries, Inc.                       | Togiak, AK               | Marubeni Corp.                       | 100   | Acquired              | Frozen fish                                                                                                                   | 100       | 1972                                      |
| •Toin Corp.                                  | Livingston, AL           | Toin Corp.                           | 100   | New                   | Labels, folding cartons                                                                                                       | 25        | 1986                                      |
| •Tokai Corp.                                 | Livonia, MI              | Tokai Rubber Industries,<br>Ltd.     | 100   | New                   | Anti-vibration rubber engine<br>mounts                                                                                        | 20        | 1987                                      |
| Tokai of America Inc.                        | Rancho Cucamonga,<br>CA  | Tokai Seiki Co., Ltd.                | 100   | New                   | Disposable cigarette lighters,<br>writing instruments                                                                         | 320       | 1982                                      |
| •Tomasco Mulciber Inc.                       | Columbus, OH             | Masuda Manufacturing<br>Co., Ltd.    | 100   | New                   | Automotive stamped metal parts                                                                                                | 34        | 1987                                      |
| Tomoegawa (U.S.A.) Inc.                      | Wheeling, IL             | Tomoegawa Paper Co., Ltd.            | 100   | New                   | Toner/developer for copiers                                                                                                   | 92        | 1980                                      |
| •Toppan Printing Co.<br>(America), Inc.      | Santa Monica, CA         | Toppan Printing Co., Ltd.            | 100   | New                   | Offset plates                                                                                                                 |           | 1987                                      |
| Toppan Printing Co.<br>(America), Inc.       | Mountainside, NJ         | Toppan Printing Co., Ltd.            | 100   | New                   | Offset/half-tone gravure plates                                                                                               | 160       | 1974                                      |
| Topy Corp.                                   | Frankfort, KY            | Topy Industries, Ltd.                | 100   | New                   | Steel automotive wheels                                                                                                       | 94        | 1986                                      |
| Toshiba America, Inc.                        | Irvine, CA               | Toshiba Corp.                        | 100   | New                   | Digital private branch exchanges,<br>electronic key telephone<br>systems, personal computers,<br>medical diagnostic equipment | 500       | 1987                                      |
| •Toshiba America, Inc.                       | Mitchell, SD             | Toshiba Corp.                        | 100   | Acquired              | Toner for copiers                                                                                                             | 55        | 1986                                      |
| Toshiba America, Inc.                        | Lebanon, TN              | Toshiba Corp.                        | 100   | New                   | Color television sets,<br>videocassette recorders,<br>microwave ovens                                                         | 650       | 1978                                      |
| Toshiba International Corp.                  | Houston, TX              | Toshiba Corp.                        | 100   | New                   | Electric motors, motor controls                                                                                               | 525       | 1980                                      |
| Toshiba Semiconductor<br>(U.S.A.) Inc.       | Sunnyvale, CA            | Toshiba Corp.                        | 100   | Acquired              | Integrated circuits                                                                                                           | 190       | 1980                                      |
| Toshiba Westinghouse<br>Electronics Corp.    | Horseheads, NY           | Toshiba Corp.                        | 50    | New                   | Cathode ray tubes                                                                                                             | 730       | 1986                                      |
| •Toyoda Machinery USA Inc.                   | Arlington Heights,<br>IL | Westinghouse Electric Corp.          | 50    |                       |                                                                                                                               |           |                                           |
| •Toyoda Machinery USA Inc.                   | Arlington Heights,<br>IL | Toyoda Machine Works, Ltd.           | 100   | New                   | Machining centers, numerically<br>controlled lathes                                                                           | 100       | 1986                                      |
| •Toyoshima Service Spring<br>Co.             | Indianapolis, IN         | Toyoshima Special Steel<br>Co., Ltd. | 100   | Acquired              | Automotive leaf springs                                                                                                       | 120       | 1986                                      |
| Toyota Auto Body Inc. of<br>California       | Long Beach, CA           | Toyota Motor Corp.                   | 100   | Acquired              | Cargo beds for pickup trucks                                                                                                  | 300       | 1974                                      |
| •Toyota Motor Manufacturing,<br>U.S.A., Inc. | Georgetown, KY           | Toyota Motor Corp.                   | 100   | New                   | Cars, body stampings, molded<br>plastic parts                                                                                 | 3,000*    | 1988*                                     |
| Trans-Ocean Products Inc.                    | Bellingham, WA           | Taiyo Fishery Co., Ltd.              | 50    | New                   | Frozen imitation crab products                                                                                                | 85        | 1985                                      |
| Trea Industries Inc.                         | North Kingston, RI       | Steuart Investment Co.               | 50    |                       |                                                                                                                               |           |                                           |
| Tri-Con Industries, Ltd.                     | Cape Girardeau, MO       | Toray Industries, Inc.               | 100   | Acquired              | Polypropylene film                                                                                                            | 70        | 1985                                      |
| Tri-Con Industries, Ltd.                     | Columbia, MO             | Tokyo Seat Co., Ltd.                 | 100   | New                   | Automotive seats                                                                                                              | 470       | 1983                                      |
| Tri-Con Industries, Ltd.                     | Columbia, MO             | Tokyo Seat Co., Ltd.                 | 100   | New                   | Automotive seats                                                                                                              | 127       | 1983                                      |
| Tri-Con Industries, Ltd.                     | Lincoln, NE              | Tokyo Seat Co., Ltd.                 | 100   | New                   | Motorcycle seats                                                                                                              | 45        | 1977                                      |
| Tri-Con Industries, Ltd.                     | Lincoln, NE              | Tokyo Seat Co., Ltd.                 | 100   | New                   | Automotive seat frames                                                                                                        | 11        | 1985                                      |

| Company                            | Plant Location      | Parent                               | Share          | New<br>or<br>Acquired | Product Line                                                                                                       | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|------------------------------------|---------------------|--------------------------------------|----------------|-----------------------|--------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------|
| ●Tsubaki Conveyor of America, Inc. | Portland, TN        | Tsubakimoto Chain Co.                | 100%           | New                   | Conveyors                                                                                                          | 47        | 1987                                      |
| Tube Turns Inc.                    | Louisville, KY      | Sumitomo Corp.                       | 49             | Acquired              | Steel forgings/engineered products                                                                                 | 250       | 1983                                      |
|                                    |                     | Sumitomo Metal Industries, Ltd.      | 49             |                       |                                                                                                                    |           |                                           |
|                                    |                     | Sumitomo Bank, Ltd.                  | 2              |                       |                                                                                                                    |           |                                           |
| UGM, Inc.                          | Santa Clara, CA     | Tokyo Tan-Ichi Co., Ltd.             | 100            | New                   | Metal stampings for integrated circuit lead frames                                                                 | 8         | 1976                                      |
| UMC Corp.                          | Cerritos, CA        | Minebea Co., Ltd.                    | 100            | Acquired              | Direct-current motors for computer equipment, motor encoders                                                       | 100       | 1984                                      |
| U.S. Fuji Electric Inc.            | Piscataway, NJ      | Fuji Electric Co., Ltd.              | 100            | New                   | Photosensitive drums for copiers                                                                                   | 45        | 1983                                      |
| U.S.-Nippon Meat Packers, Inc.     | Los Angeles, CA     | Nippon Meat Packers, Inc.            | 100            | Acquired              | Meat processing, hams, sausages                                                                                    | 90        | 1977                                      |
| ●U.S. Semiconductor Corp.          | Fremont, CA         | Osaka Titanium Co., Ltd.             | 100            | Acquired              | Epitaxial silicon wafers                                                                                           | 65        | 1986                                      |
| U.S. Sonoike Co., Inc.             | La Mirada, CA       | Amada Co., Ltd.                      | 100            | New                   | Numerically controlled turret punch presses, bandsaw blades                                                        | 85        | 1981                                      |
| U.S. Tsubaki, Inc.                 | Wheeling, IL        | Tsubakimoto Chain Co.                | 100            | New                   | Sprockets, chain assemblies                                                                                        | 145       | 1971                                      |
| ●U.S. Tsubaki, Inc.                | Sandusky, OH        | Tsubakimoto Chain Co.                | 100            | Acquired              | Engineering/conveyor chain                                                                                         | 175       | 1986                                      |
| U.S. Tsubaki, Inc.                 | Bennington, VT      | Tsubakimoto Chain Co.                | 100            | New                   | Sprockets                                                                                                          | 145       | 1971                                      |
| USR Optinix Inc.                   | Hackettstown, NJ    | Mitsubishi Chemical Industries, Ltd. | 100            | Acquired              | Fluorescent material for cathode ray tube displays                                                                 | 50        | 1981                                      |
| Ulvac North America Corp.          | Kennebunk, ME       | Ulvac Corp.                          | 100            | New                   | Vacuum coating equipment                                                                                           | 50        | 1980                                      |
| Union Inc.                         | Costa Mesa, CA      | Union Trading Co., Inc.              | 100            | New                   | Instant noodles                                                                                                    | 250       | 1976                                      |
| ●Union-Sangyo of America Inc.      | Peoria, IL          | Union-Sangyo Co., Ltd.               | 100            | New                   | Automotive fuel, air/oil filters                                                                                   | 400*      | 1988*                                     |
| UniSea Inc.                        | Dutch Harbor, AK    | Nippon Suisan Kaisha, Ltd.           | 99             | New                   | Frozen fish                                                                                                        | 100       | 1975                                      |
| UniSea Inc.                        | Redmond, WA         | Nippon Suisan Kaisha, Ltd.           | 99             | New                   | Frozen fish, frozen imitation crab products                                                                        | 200       | 1975                                      |
| ●United Globe Nippon, Inc.         | Chicago Heights, IL | Fujiyoshi & Co., Ltd.                | }              | New                   | Automotive sound control products, package shelf, trunk/other trim products, sealers, rustproof/anti-chip coatings | 70        | 1987                                      |
|                                    |                     | Hirotoni Co., Ltd.                   | }              |                       |                                                                                                                    |           |                                           |
|                                    |                     | Nihon Tokushu Toryo Co., Ltd.        | }              |                       |                                                                                                                    |           |                                           |
|                                    |                     | Globe Industries, Inc.               | }              |                       |                                                                                                                    |           |                                           |
| United Instruments, Inc.           | Wichita, KS         | Tokyo Aircraft Instrument Co., Ltd.  | 100            | New                   | Aircraft flight instruments                                                                                        | 22        | 1967                                      |
| ●United L-N Glass, Inc.            | Versailles, KY      | Nippon Sheet Glass Co., Ltd.         | 50             | New                   | Automotive safety glass                                                                                            | 125       | 1987                                      |
|                                    |                     | Libbey-Owens-Ford Co.                | 50             |                       |                                                                                                                    |           |                                           |
| Universal Distributing Inc.        | Las Vegas, NV       | Universal Co., Ltd.                  | Majority share | New                   | Coin-operated game machines                                                                                        | 50        | 1984                                      |
| VAM-PTS Co.                        | Houston, TX         | Sumitomo Metal Industries, Ltd.      | }              | Acquired              | Steel threading for oil/gas drilling pipe                                                                          | 150       | 1984                                      |
|                                    |                     | Sumitomo Corp.                       | }              |                       |                                                                                                                    |           |                                           |
|                                    |                     | Vallourec S.A.                       | }              |                       |                                                                                                                    |           |                                           |
| ●VDO-YAZAKI Corp.                  | Winchester, VA      | Yazaki Corp.                         | 50             | Acquired              | Automotive speedometers, tachometers, fuel gauges, temperature gauges/instrument clusters                          | 220       | 1986                                      |
|                                    |                     | VDO Adolf Schindling AG              | 50             |                       |                                                                                                                    |           |                                           |
| VSI Automation Assembly, Inc.      | Auburn Hills, MI    | Nitto Seiko Co., Ltd.                | 100            | Acquired              | Riveting machines, robotic systems                                                                                 | 41        | 1985                                      |

| Company                                      | Plant Location       | Parent                                                                   | Share                   | New<br>or<br>Acquired | Product Line                                                                    | Employees | Year<br>Plant<br>Opened<br>or<br>Acquired |
|----------------------------------------------|----------------------|--------------------------------------------------------------------------|-------------------------|-----------------------|---------------------------------------------------------------------------------|-----------|-------------------------------------------|
| Viam Manufacturing Inc.                      | Santa Fe Springs, CA | Japan Vilene Co., Ltd.<br>Dainippon Ink & Chemicals, Inc.                | 60%<br>40               | New                   | Automotive floor mats                                                           | 150       | 1984                                      |
| Vicksmetal Corp.                             | Vicksburg, MS        | Sumitomo Corp.                                                           | 100                     | New                   | Steel processing                                                                | 20        | 1985                                      |
| Wakunaga of America Co., Ltd.                | Mission Viejo, CA    | Wakunaga Pharmaceutical Co., Ltd.                                        | 100                     | New                   | Garlic supplements                                                              | 100       | 1982                                      |
| Wards Cove Packing Co., Inc.                 | Alitak, AK           | Marubeni Corp.                                                           | Minority Acquired share |                       | Canned/frozen fish                                                              | 2,000     | 1973                                      |
| Wards Cove Packing Co., Inc.                 | Ekuk, AK             | Marubeni Corp.                                                           | Minority Acquired share |                       | Canned/frozen fish                                                              |           | 1973                                      |
| Wards Cove Packing Co., Inc.                 | Excursion Inlet, AK  | Marubeni Corp.                                                           | Minority Acquired share |                       | Canned/frozen fish                                                              |           | 1973                                      |
| Wards Cove Packing Co., Inc.                 | Kenai, AK            | Marubeni Corp.                                                           | Minority Acquired share |                       | Canned/frozen fish                                                              |           | 1973                                      |
| Wards Cove Packing Co., Inc.                 | Ketchikan, AK        | Marubeni Corp.                                                           | Minority Acquired share |                       | Canned fish                                                                     |           | 1973                                      |
| Wards Cove Packing Co., Inc.                 | Naknek, AK           | Marubeni Corp.                                                           | Minority Acquired share |                       | Canned/frozen fish                                                              |           | 1973                                      |
| Wards Cove Packing Co., Inc.                 | Port Bailey, AK      | Marubeni Corp.                                                           | Minority Acquired share |                       | Canned/frozen fish                                                              |           | 1973                                      |
| Warner-Ishi Corp.                            | Shelbyville, IL      | Ishikawajima-Harima Heavy Industries Co., Ltd.<br>Borg-Warner Corp.      | 50<br>50                | New                   | Automotive turbochargers                                                        | 30        | 1986                                      |
| Wateree Textile Corp.                        | Lugoff, SC           | Marubeni Corp.                                                           | 100                     | New                   | Synthetic fabrics                                                               | 100       | 1974                                      |
| Western Alaska Fisheries, Inc.               | Kodiak, AK           | Taiyo Fishery Co., Ltd.                                                  | 100                     | New                   | Frozen fish                                                                     | 100       | 1963                                      |
| Western Tube & Conduit Corp.                 | Long Beach, CA       | Sumitomo Metal Industries, Ltd.<br>Quality Metals Inc.<br>Sumitomo Corp. | 80<br>10<br>10          | Acquired              | Welded steel tubing                                                             | 250       | 1968                                      |
| •Wheeling-Nisshin Inc.                       | Follansbee, WV       | Nisshin Steel Co., Ltd.<br>Wheeling-Pittsburgh Steel Corp.               | 67<br>33                | New                   | Galvanizing/aluminizing of steel sheets                                         | 200*      | 1988*                                     |
| •Woodbridge Inoac Inc.                       | Bardstown, KY        | Inoue MTP Co., Ltd.<br>Woodbridge Foam Corp.                             | 49<br>51                | New                   | Rubber, urethane/plastic products for automotive applications                   | 250*      | 1988*                                     |
| Woodward Iodine Corp.                        | Woodward, OK         | Ise Chemical Industries Co., Ltd.                                        | 80                      | Acquired              | Iodine                                                                          | 28        | 1984                                      |
| Wynn-Kiki Inc.                               | Fort Worth, TX       | Asahi Glass Co., Ltd.<br>Diesel Kiki Co., Ltd.<br>Wynn Industries, Inc.  | 20<br>50<br>50          | Acquired              | Evaporators, condensers/tube assemblies for automotive air conditioning systems | 160       | 1984                                      |
| YKC-Yamada Industries Inc.                   | Reno, NV             | YKC Co., Ltd.<br>Yamada Seisakusho Co., Ltd.                             | 50<br>50                | New                   | Semiconductor assembly equipment                                                | 50        | 1986                                      |
| YKK (U.S.A.) Inc.                            | Macon, GA            | Yoshida Kogyo K.K.                                                       | 100                     | New                   | Zippers, webbing                                                                | 725       | 1974                                      |
| •Yamaha Motor Manufacturing Corp. of America | Newnan, GA           | Yamaha Motor Co., Ltd.                                                   | 100                     | New                   | Golf carts, mini marine vehicles                                                | 300*      | 1988*                                     |
| Yamaha Music Manufacturing Inc.              | Thomaston, GA        | Yamaha Corp.                                                             | 100                     | New                   | Pianos, electric organs, speakers/guitar amplifiers                             | 212       | 1980                                      |
| Yamaha Musical Products Inc.                 | Grand Rapids, MI     | Yamaha Corp.                                                             | 100                     | New                   | Brass/woodwind instruments                                                      | 140       | 1973                                      |

| <u>Company</u>            | <u>Plant Location</u> | <u>Parent</u>                                  | <u>Share</u> | <u>New<br/>or<br/>Acquired</u> | <u>Product Line</u>                                                         | <u>Employees</u> | <u>Year<br/>Plant<br/>Opened<br/>or<br/>Acquired</u> |
|---------------------------|-----------------------|------------------------------------------------|--------------|--------------------------------|-----------------------------------------------------------------------------|------------------|------------------------------------------------------|
| Yokogawa Corp. of America | Newnan, GA            | Yokogawa Electric Works,<br>Ltd.               | 100%         | New                            | Flowmeters, strip chart recorders,<br>panel meters, field test<br>equipment | 210              | 1980                                                 |
| Yoshino America Corp.     | University Park, IL   | Yoshino Kogyosho Co., Ltd.                     | 100          | New                            | Polyethylene terephthalate<br>containers                                    | 40               | 1980                                                 |
| Yuasa-Exide Battery Corp. | Reading, PA           | Yuasa Battery Co., Ltd.<br>Exide Battery Corp. | 51<br>49     | New                            | Motorcycle batteries                                                        | 170              | 1979                                                 |
| Zygo Corp.                | Middlefield, CT       | Canon Inc.                                     | 21.6         | New                            | Laser-electro optics                                                        | 290              | 1970                                                 |

\* Projected

● Previously unlisted plants that went into operation during 1986 or were under construction on December 31, 1986, as well as acquisitions that were finalized in 1986.

Appendix 2: U.S. Manufacturing Affiliates of Japanese Companies by State

Alabama

Coilplus, Inc.  
 •Dunlop Tire Corp.  
 IB Chemical Co.  
 •JVC Magnetics America Inc. (2)  
 Metco America Inc. #  
 NTN-Bower Corp.  
 Sony Magnetic Products, Inc.  
 TNS Mills, Inc.  
 Thermalex Inc.  
 •Toin Corp.

Alaska

Alaska Pacific Seafoods Inc.  
 Alaska Pulp Corp.  
 •Alyeska Seafood Inc.  
 Bering Sea Fisheries, Inc. #  
 Dutch Harbor Seafoods Co., Inc. #  
 Great Land Seafoods Inc.  
 Mitsubishi Gas Chemical/Unocal Chemicals plant #  
 North Pacific Processors Inc. (3)  
 Northern Seafood Inc.  
 Pacific Fisheries Inc.  
 Peter Pan Seafoods Inc. (3)  
 Togliak Fisheries, Inc.  
 UniSea Inc.  
 Wards Cove Packing Co., Inc. (7) #  
 Western Alaska Fisheries, Inc.

Arizona

Chickasha Cotton Oil Co.  
 Great Western Silicon Corp.  
 IMC Magnetics Corp.  
 •Inertia Dynamics Corp. #  
 NKK Switches of America, Inc.  
 •Nyobi Electric Tool Manufacturing Inc.

Arkansas

Century Tube Corp.  
 Nutrius Inc.  
 Omega Tube & Conduit Corp.  
 Sanyo Manufacturing Corp.

California

AMTEX Inc.  
 Aisin Inc.  
 Akiyama Tsukemono California Inc.  
 •Alerco and Hayward Steel, Inc. (2)  
 Alloy Tool Steel Inc.  
 Alpha Therapeutic Corp.  
 Alps Electric (U.S.A.), Inc.  
 Amano America Manufacturing Inc.  
 Amdahl Corp. #  
 American Foods Corp. (3)  
 American Fuji Seal, Inc.

Amsnack, Inc.  
 Anja Engineering Corp.  
 Aromat Corp.  
 Asahi Graphic Arts Corp.  
 Atari Games Corp.  
 Beech-Nut California Corp. #  
 •Bioproducts, Inc.  
 C&M Fine Pack Inc.  
 Calhac Inc.  
 California Steel Industries Inc.  
 California Woodfiber Corp.  
 Calsonic, Inc.  
 Canon Business Machines Inc.  
 Chateau St. Jean  
 Crest Steel Corp. #  
 Cryodynamics Co.-Ebara Group  
 Curtis-Maruyasu America, Inc.  
 Dainippon Screen Engineering of America Inc.  
 Daiwa Corp.  
 Diamond Perforated Metals Inc.  
 Diatec Polymers Inc. #  
 Digital Entertainment Corp.  
 Electro-Plasma, Inc.  
 Exar Corp.  
 •Exel Microelectronics, Inc.  
 Firestone Vineyard #  
 Fletcher Oil & Refining Co. #  
 Fujitsu Business Communications Inc.  
 Fujitsu Microelectronics, Inc.  
 Funai USA Corp.  
 Hapi Products Inc.  
 T. Hasegawa U.S.A., Inc.  
 Helios Industries, Inc.  
 Hirose Electric (U.S.A.), Inc.  
 Hitachi Consumer Products of America, Inc.  
 Hitachi Instruments, Inc.  
 Horiba Instruments Inc.  
 House Foods and Yamauchi Inc.  
 •Hoya Electronics Corp.  
 Hoya Optics Inc.  
 •IHT Corp.  
 IKS American Corp.  
 IMC Magnetics Corp.  
 •International Immunology Corp.  
 International Leadframe Corp.  
 International Light Metals Corp. #  
 Ito Cariani Sausage Co., Inc.  
 Iwasaki Images America Inc.  
 Kaga USA Inc.  
 Kakuichi America, Inc.  
 Kanaflex Corp. of California  
 Kato Spring Inc.  
 Kawai America Corp.  
 Kohl & Madden Printing Ink Corp.  
 Koltron Corp. #

California (continued)

Kosuga Furniture, Inc.  
Kuroi International Corp.  
Kyocera America, Inc.  
MTI Engineering Corp.  
Maruchan, Inc.  
Maruhachi Ceramics of America  
Maruichi American Corp.  
Marukan Vinegar (U.S.A.) Inc.  
Master-Halco, Inc.  
Matheson Gas Products, Inc. (2)  
Matsushita Electronic Components Corp. of America  
•MedaSonics, Inc.  
Megatool, Inc.  
Menardi-Criswell Corp.  
•MepCopal Co.  
Micro Power Systems, Inc.  
Mitsubishi Consumer Electronics America, Inc.  
•Mitsubishi Heavy Industries America, Inc.  
Miyako Oriental Foods Inc.  
Mycom Corp.  
NBK Corp.  
NEC Electronics, Inc.  
NGK Spark Plugs (U.S.A.), Inc.  
NMB/Hi-tek Corp.  
Napp Systems (U.S.A.), Inc.  
New Hampshire Ball Bearings Inc.  
New United Motor Manufacturing Inc.  
Nidek Inc.  
Niitakaya U.S.A. Inc.  
Nippondenso of Los Angeles Inc.  
Nissin Foods (U.S.A.) Co., Inc.  
Nitto Denko Technical Corp.  
Nutrius Inc. (3)  
Oki Semiconductor Group  
Orange Bakery, Inc. (2)  
Ozeki San Benito Inc.  
Pan Pacific Yarn, Inc.  
Pasco Corp. of America  
Pearl International Corp.  
Pentel of America, Ltd.  
Pioneer Electronics Technology, Inc.  
Pioneer Video Manufacturing Inc.  
•Poly-Optical Products Inc. #  
•Pyramid Optical Corp.  
Q & B Foods, Inc.  
•Quartz International Corp.  
Racet Computes, Ltd. #  
Ricoh Electronics, Inc. (2)  
S & B International Corp.  
SMK Manufacturing Inc.  
Saki Magnetics, Inc.  
Sakura Noodles Inc.  
•Samco-March  
Sanyo E & E Corp.  
Sanyo Foods Corp. of America  
Seiko Time Corp.  
Shachihata Inc. (U.S.A.)  
•Shibuya America Corp., Kris-Tech Division

Shinko Electric America Inc.  
Sierracin Glass Transparencies Inc.  
•Siltec Corp., Cybeq  
SiScan Systems, Inc. #  
Sony Manufacturing Co. of America  
Sumiden Wire Products Corp.  
Sumitomo Machinery Corp. of America  
Sumitomo Metal Mining California Corp.  
•Sun Chemical Corp.  
Suzuhiro U.S.A. Inc.  
Systems Magnetic Co.  
TDK Magnetic Tape Corp.  
Tabata USA Inc.  
Taiyo Yuden (USA), Inc.  
Takane USA, Inc.  
Takara Sake USA Inc.  
Tamco  
Teikoku Corp.  
Three Bond of America, Inc.  
Toa Medical Electronics (U.S.A.), Inc.  
Tokai of America Inc.  
•Toppan Printing Co. (America), Inc.  
Toshiba America, Inc.  
Toshiba Semiconductor (U.S.A.) Inc.  
Toyota Auto Body Inc. of California  
UGM, Inc.  
UMC Corp.  
U.S.-Nippon Meat Packers, Inc.  
•U.S. Semiconductor Corp.  
U.S. Sonoike Co., Inc.  
Union Inc.  
Viam Manufacturing Inc.  
Wakunaga of America Co., Ltd.  
Western Tube & Conduit Corp.

Colorado

Data Ray Corp.  
•Quartz International Corp.

Connecticut

Coca-Cola Bottling Co.  
Nidec Corp.  
•Olin-Asahi Interconnect Technologies  
•Pilot Corp. of America  
•Quartz International Corp.  
Thinsheet Metals Co.  
Zygo Corp. #

Delaware

No listings

Florida

ASTRONET Corp. #  
AZS Corp.  
Fujitsu America, Inc.  
IMC Magnetics Corp.  
LyphoMed Inc. #  
Sony Professional Products Co.  
•Sun Chemical Corp.

Georgia

- Amitech Inc.
- Denon Digital Industries Inc.
- Enplas (U.S.A.), Inc.
- Fitel Corp.
- High Voltage Breakers, Inc.
- Hitachi America, Ltd.
- Hitachi Chemical Co. America, Ltd.
- Hoshizaki America, Inc.
- Kato Spring of Georgia Inc.
- Kimoto Tech Inc.
- Kubota Tractor Corp.
- Makita Corp. of America
- Matheson Gas Products, Inc.
- Matsushita Communication Corp. of America
- Maxell America, Inc.
- Menardi-Criswell Corp.
- Mitsubishi Consumer Electronics America, Inc.
- Mizuno Golf Co.
- Murata Erie North America, Inc.
- NEC Home Electronics (U.S.A.), Inc.
- NOK Inc.
- OMI Georgia Inc.
- Okabashi (U.S.) Corp. #
- Oki Telecom Group
- Sossner Tap & Tool Corp.
- Southwire-Furukawa Cable Co. #
- TDK Components U.S.A. Inc.
- TDK Electronics Corp.
- TKG International Corp.
- Texprint, Inc.
- YKK (U.S.A.) Inc.
- Yamaha Motor Manufacturing Corp. of America
- Yamaha Music Manufacturing, Inc.
- Yokogawa Corp. of America

Hawaii

- Bunmeido of Hawaii Ltd.
- Daiichiya-Love's Bakery Inc.
- Hawaii Hochi, Ltd.
- Hawaii-Typro, Inc.
- Honma Golf, Inc.
- Honolulu Sake Brewery Co.
- Kimuraya Bakery of Hawaii Ltd.
- Obun Hawaii, Inc.
- Rakuyo Ken U.S.A., Inc.
- Saint-Germain America, Inc.

Idaho

No listings

Illinois

- ARI Industries, Inc.
- American NTN Bearing Manufacturing Corp.
- Beloit Corp. (2) #
- Bloomington Seating Co.
- Diamond-Star Motors Corp.
- Diatec Polymers Inc. #

- Eiki International Inc.
- Helios Container Systems Inc.
- Hitachi Zosen Clearing Inc.
- Kanaflex Corp. of Illinois
- Kitamura Machinery of U.S.A. Inc.
- Kohl & Madden Printing Ink Corp.
- Kuriyama of America, Inc.
- Kyowa Industrial Co., Ltd.
- LyphoMed Inc. #
- MBL (USA) Corp., Chemi-Flex Division
- Master-Halco, Inc.
- Matheson Gas Products, Inc.
- Matsui America, Inc.
- Matsushita Communication Corp. of America
- Matsushita Industrial Co.
- Mitsui Precision Machinery Corp.
- Miyano Machinery USA, Inc.
- NTN-Bower Corp.
- NTN Elgin Corp.
- National Steel Corp.
- North American Lighting, Inc. #
- Okamoto Corp.
- Ooya U.S.A., Inc.
- PMP Fermentation Products Inc.
- Polychrome Corp. (2)
- Riken Spring Inc. #
- Sumitomo Machinery Corp. of America
- Sun Chemical Corp. (3)
- Tigerflex Corp.
- Tomoegawa (U.S.A.) Inc.
- Toyoda Machinery USA Inc.
- U.S. Tsubaki, Inc.
- Union-Sangyo of America Inc.
- United Globe Nippon, Inc.
- Warner-Ishi Corp.
- Yoshino America Corp.

Indiana

- Aisin U.S.A. Inc.
- Alpine Electronics Manufacturing of America Inc.
- Digital Audio Disc Corp.
- EFTEN Inc.
- Enkel America Inc.
- Fujitsu Ten Corp. of America
- Hansen Manufacturing Co., Inc.
- National Steel Corp.
- Nishikawa Standard Co.
- SMC Pneumatics, Inc.
- Sanyo E & E Corp.
- Sanyo Laser Products, Inc.
- Sheller-Ryobi Corp.
- Sun Chemical Corp. (2)
- Toyoshima Service Spring Co.

Iowa

- Heartland Lysine, Inc.
- NSK Corp.
- Nutrius Inc.

#### Kansas

United Instruments, Inc.

#### Kentucky

- AMBRAKE Corp.  
ATR Wire and Cable Co.
- Central Manufacturing Co.
- Clarion Manufacturing Corp. of America
- Hitachi Automotive Products (USA), Inc.  
C. Itoh Steel Inc.
- Jideco of Bardstown, Inc.
- Link-Belt Construction Equipment Co. #  
Mazak Corp.
- NHK-Associated Spring Suspension Components Inc.  
Nutrius Inc.
- Sumitomo Electric Wiring Systems Inc.  
Topy Corp.  
Tube Turns Inc.
- Toyota Motor Manufacturing, U.S.A., Inc.
- United L-N Glass, Inc.
- Woodbridge Isaac Inc. #

#### Louisiana

Kentwood Spring Water Inc.  
Matheson Gas Products, Inc.

#### Maine

Ulvac North America Corp.

#### Maryland

- Locke Insulators, Inc.
- Shimadzu Scientific Instruments, Inc.
- Sun Chemical Corp.
- Terumo Medical Corp.

#### Massachusetts

- Beloit Corp. (2) #  
Coca-Cola Bottling Co.  
Hamamatsu Photonic Systems Corp.  
Inspex, Inc.  
Kameyama U.S.A. Inc.
- Kanzaki Specialty Papers Inc.  
Matheson Gas Products, Inc.  
NEC Information Systems, Inc.
- QC Optics, Inc.
- Rachwal Systems Inc.  
Sekisui America Corp., Voltek Division

#### Michigan

- American Soy Products Inc.  
American Yazaki Corp.
- Asmo Manufacturing Inc.  
Cast Forge Co. #
- Circuit Controls Corp.
- Engineered Plastics Components Inc. #  
FEC Inc.  
GMF Robotics Corp.
- Hemlock Semiconductor Corp. #

- Hi-Lex Corp.
- Hitachi Magnetics Corp.
- Hitachi Zosen Clearing Inc.
- Interkal, Inc. #  
Kux Manufacturing Co.  
Lotte U.S.A., Inc.  
Mazda Motor Manufacturing (USA) Corp.
- Michigan Dynamics, Inc. #  
Musashi U.S.A. Inc.  
NSK Corp.  
National Steel Corp.  
Nikko Wolverine Inc.  
Nippondenso Manufacturing U.S.A., Inc.  
Ogihara America Corp.
- Penstone Inc.
- Sanyo Machine America Corp.  
Sekisui America Corp., Voltek Division
- II Stanley Co., Inc.  
Sumitec Inc.
- Sun Chemical Corp.  
Takata Fisher Corp.
- Tokai Corp.  
VSI Automation Assembly, Inc.  
Yamaha Musical Products Inc.

#### Minnesota

Pentax Ophthalmic Inc.  
Thin Film Technology Corp.

#### Mississippi

- Alcoa Fujikura Ltd. (2) #
- Beloit Corp. #  
Oxford Wire & Cable Services Inc.  
Vicksmetal Corp.

#### Missouri

- Bio Kyowa Inc.
- Bioproducts, Inc.  
Ishiyaku Euro America Inc.  
Koken Manufacturing Co., Inc.
- Optec D.D. U.S.A., Inc.
- Sun Chemical Corp.
- TG (U.S.A.) Corp.  
Tri-Con Industries, Ltd. (2)

#### Montana

No listings

#### Nebraska

- American Shizuki Corp.  
Auburn Consolidated Industries Inc. #  
Diamond Plastics Corp. #  
Kawasaki Motors Manufacturing Corp. U.S.A.  
Sun-Husker Foods, Inc.  
Tri-Con Industries, Ltd. (2)

#### Nevada

Globe Turbocharger Specialties, Inc. #

Nevada (continued)

Hunt-Spiller Manufacturing Corp. #  
 Universal Distributing Inc.  
 YKC-Yamada Industries Inc.

New Hampshire

Coca-Cola Bottling Co. (2)  
 •Hitachi Cable Manchester Inc.  
 IMC Magnetics Corp.  
 New Hampshire Ball Bearings Inc. (3)

New Jersey

American Fuji Seal, Inc.  
 Circle Rubber U.S.A. Inc.  
 •Daicolor-Pope Inc. (2)  
 •GAIN Electronics Corp. #  
 Hamamatsu Photonic Systems Corp.  
 Hishi Plastics U.S.A., Inc.  
 Iwatsu America Inc.  
 JVC Manufacturing Co.  
 Kikuchi Color & Chemicals Corp. USA  
 Kohl & Madden Printing Ink Corp.  
 MCI Optinix Inc.  
 Matheson Gas Products, Inc.  
 •Menardi-Criswell Corp.  
 Mikropul Corp.  
 NSG America Inc.  
 Okidata Group  
 Pearl International Corp.  
 Polychrome Corp. (2)  
 Shachihata Inc. (U.S.A.)  
 •Shima Seiki U.S.A. Inc.  
 Shindo International, Inc.  
 Shiseido Cosmetics (America), Ltd.  
 Sumitomo Machinery Corp. of America  
 •Sun Chemical Corp. (2)  
 Takara Co. New York, Inc.  
 Takasago International Corp. (U.S.A.) (2)  
 Toppan Printing Co. (America), Inc.  
 USR Optinix Inc.  
 U.S. Fuji Electric Inc.

New Mexico

•Quartz International Corp.

New York

Aderans & Alfieri Inc.  
 Anne Klein & Co.  
 K.N. Aronson Inc.  
 Auburn Steel Co., Inc.  
 Daiichi Seihan USA, Inc.  
 Dempa Publications, Inc.  
 Donna Karan Co.  
 •Dunlop Tire Corp. (2)  
 Economic Salon, Ltd.  
 K. Goodfield & Co.  
 Hitachi Seiki U.S.A. Inc.  
 IMC Magnetics Corp.

Izumi Corp.  
 Kawasaki & Nissho Iwai Yonkers Works  
 •Lyndonville Vinegar Inc.  
 LyphoMed Inc. #  
 Oak-Mitsui, Inc. #  
 Okuma Machinery Inc.  
 PepCom Industries Inc. (2)  
 Polychrome Corp.  
 Powerex, Inc. #  
 •Radiation Dynamics, Inc.  
 San-O Industrial Corp.  
 •Sanyo Sewing America Inc.  
 •Sumirail Inc.  
 •Sun Chemical Corp.  
 Toshiba Westinghouse Electronics Corp.

North Carolina

Ajinomoto U.S.A., Inc.  
 •Alcan-Sumitomo Electric Inc.  
 Dia-Compe, Inc.  
 Don Juan Manufacturing Corp.  
 Fuji Cone, Inc.  
 Fuji Foods Inc.  
 Honda Power Equipment Manufacturing Inc.  
 Kibun Corp. of North Carolina  
 Kyocera Feldmuehle Inc.  
 Mitsubishi Semiconductor America, Inc.  
 •Oliver America High Point Woodworking Co., Inc.  
 •Orange Bakery, Inc.  
 PepCom Industries Inc. (4)  
 Sekisui America Corp., Eslon Thermoplastics Division  
 •Sumitomo Electric Fiber Optic Corp.  
 Sumitomo Electric Research Triangle, Inc.  
 •Takatori Intech Corp.  
 Takeda Chemical Products U.S.A. Inc.

North Dakota

No listings

Ohio

AP Technoglass Corp.  
 Ando Screen Inc.  
 Barudan America Inc.  
 Bellemar Parts Industries Inc. (2)  
 Belletech Corp.  
 Berwick Steel Co.  
 Bleim Steel Co.  
 •Color & Composite Technologies, Inc.  
 Fujitec America, Inc.  
 •Greenville Technology Inc.  
 •Hisan Inc.  
 Honda of America Manufacturing, Inc. (3)  
 •Isotec Inc.  
 KTH Parts Industries Inc.  
 L-S Electro-Galvanizing Co. #  
 LeBlond Makino Machine Tool Co.  
 Matai (U.S.A.), Inc.  
 Matheson Gas Products, Inc.

Ohio (continued)

- Neaton Auto Products Manufacturing Inc.
- New Sabina Industries Inc.
- Nova Steel Processing Inc.
- Pioneer Industrial Components Inc.
- Showa Aluminum Corp. of America
- Stanley Electric U.S. Co., Inc.
- Sun Chemical Corp. (2)
- Teikoku Corp.
- Tomasco Multiber Inc.
- U.S. Tsubaki, Inc.

Oklahoma

- Allied Stamp Corp.
- Chickasha Cotton Oil Co.
- Hitachi Computer Products (America), Inc.
- North American Brine Resources
- Sun Chemical Corp.
- Woodward Iodine Corp.

Oregon

- Bioproducts, Inc.
- Enway Inc.
- Epson Portland Inc.
- Fujitsu America, Inc.
- NEC America, Inc.
- Palmco Inc.
- Siltec Corp., Siltec Silicon

Pennsylvania

- Arco-JSP Co. #
- Beloit Corp. #
- Bestoflex Inc.
- Hitachi Metals International, Ltd.,  
Hi Specialty America Division
- Industrial Metals Corp.
- Koa Speer Electronics, Inc.
- Murata Erie North America, Inc.
- NGK Metals Corp.
- Nazareth Industrial Corp.
- Neomet Corp.
- Nissin Foods (U.S.A.) Co., Inc.
- Phospho-Energetics Inc. #
- Powerex, Inc. #
- Sanyo Fisher U.S.A. Corp.
- Sony Corp. of America
- Stauffer-Meijs, Inc.
- Sun Chemical Corp.
- TYK Refractories Co. (2)
- Tofle America Inc.
- Yuasa-Exide Battery Corp.

Rhode Island

- Mac-Spec Bando American, Inc.
- Trea Industries Inc.

South Carolina

- Alcoa Conductor Accessories Inc. #

Alcoa Fujikura Ltd. #

- American Koyo Bearing Manufacturing Corp.
- Beloit Corp. #
- Menardi-Criswell Corp.
- Michigan Dynamics, Inc. #
- NTB Greenville, Inc.
- TNS Mills, Inc. (2)
- Wateree Textile Corp.

South Dakota

- Toshiba America, Inc.

Tennessee

- Alcoa Fujikura Ltd. (3) #
- Bridgestone (USA) Inc.
- Brother Industries (U.S.A.) Inc.
- CKR Industries, Inc. #
- Calsonic Manufacturing Corp.
- Hansen Manufacturing Co., Inc.
- Kantus Corp.
- Kohl & Madden Printing Ink Corp.
- Komatsu America Manufacturing Corp.
- M-Tek Inc.
- Matsushita Electronic Components Corp. of America
- NGK Metals Corp.
- NKC of America, Inc.
- Nisco Steel Services Inc.
- Nissan Motor Manufacturing Corp. U.S.A.
- Pearl International Corp.
- Sharp Manufacturing Co. of America
- Sun Chemical Corp. (2)
- Tabuchi Electric Co. of America
- Tateho America Inc.
- Toshiba America, Inc.
- Tsubaki Conveyor of America, Inc.

Texas

- Amdahl Corp. #
- Chickasha Cotton Oil Co. (2)
- Diamond Plastics Corp. #
- EVAL Co. of America
- First Metals, Inc.
- Fuji Koki America Inc.
- Fujitsu America, Inc.
- Hitachi Semiconductor (America) Inc.
- Hitachi Zosen Clearing Inc.
- K-Bin Inc.
- Kaneka Texas Corp.
- Master-Halco, Inc.
- Matheson Gas Products, Inc.
- Memory-Tech Inc.
- Menardi-Criswell Corp. (2)
- Mori Seiki U.S.A. Inc.
- NEC America, Inc.
- Nippon Pigment (U.S.A.) Inc.
- Nisshin Gulf Coast Inc.
- Oyo Corp. U.S.A.
- Pearl International Corp.

Texas (continued)

Primo Microphone Inc.  
 •Quartz International Corp.  
 Sanden International (USA), Inc.  
 Shinko Wire America, Inc.  
 Shintech Inc.  
 Sony Magnetic Products, Inc.  
 Toshiba International Corp.  
 VAM-PTS Co. #  
 Wynn-Kiki Inc.

Utah

•Quartz International Corp.

Vermont

U.S. Tsubaki, Inc.

Virginia

Canon Virginia Inc.  
 Dynaric, Inc.  
 •GE Fanuc Automation North America, Inc. #  
 •VDO-YAZAKI Corp.

Washington

Alpha Biochemical Corp.  
 •American Kotobuki Electronics Industries Inc.  
 Asahipen America, Inc.  
 •Beloit Corp. #  
 Japan Aircraft Maintenance (America), Inc.  
 Kawasaki Thermal Systems, Inc.  
 Kibun Corp. of Washington  
 Kohkoku USA, Inc.

Kyocera Northwest Inc.  
 •M.C. Snack, Inc.  
 Moses Lake Industries Inc.  
 North Pacific Paper Corp. #  
 Northwestern Industries, Inc.  
 Olympic Wood Products Inc. (2)  
 Pacific Propeller, Inc.  
 Portac Inc.  
 S.E.H. America, Inc.  
 SeaBlends Food Co. Inc.  
 •Sugiyo U.S.A. Inc.  
 Trans-Ocean Products Inc.  
 UniSea Inc.

West Virginia

•Wheeling-Nisshin Inc.

Wisconsin

•Beloit Corp. (2) #  
 Kikkoman Foods, Inc.

Wyoming

No listings

Puerto Rico

General Fashions, Inc. (2)  
 •MTEX of Puerto Rico Ltd. #  
 Matsushita Electric of Puerto Rico, Inc.  
 Mitsubishi Foods (MC), Inc.  
 Neptune Packing Corp.  
 Powerex, Inc. #

• Previously unlisted plants that went into operation during 1986 or were under construction on December 31, 1986, as well as acquisitions that were finalized in 1986.

# Japanese minority-owned companies.

Note: A number in parentheses indicates that the relevant company has plants in more than one location in the state.

Appendix 3: U.S. Manufacturing Affiliates of Japanese Companies by Product Line

2281 Cotton yarn  
Cotton yarn  
Polyester-cotton blend yarn  
2295 Polyethylene-coated woven  
fabrics  
2296 Steel cord/bead wire for tires  
Tire cord  
2297 Fabric filter media  
2299 Felt for dust collector filters

#### Apparel and Made-up Textile Products

232 Men's cashmere knit apparel  
2321 Boys' shirts  
233 Women's clothing  
Women's clothing  
Women's cashmere knit apparel  
2331 Girls' shirts  
234 Women's intimate apparel  
2385 Men's/women's raincoats  
2393 Industrial filter bags  
2394 Stadium roofs, canopies  
2396 Automotive door trim/other  
interior trim products  
Automotive door trim  
Automotive package shelf,  
trunk/other trim products  
2399 Automotive seat belts

#### Lumber and Wood Products

2421 Lumber  
Lumber  
Wood chips  
2499 Wood turnings

#### Furniture and Fixtures

2511 Wood chairs, tables/china  
cabinets  
2512 Residential upholstered  
furniture  
2517 Speaker boxes, stereo cabinets  
Stereo cabinets  
2521 Commercial upholstered  
furniture  
2531 Automotive seat assemblies  
Automotive seats  
Automotive seats  
Motorcycle seats  
Indoor bleachers, portable  
folding platforms

#### Paper and Paper Products

2611 Wood pulp  
2621 Newsprint  
Pressure-sensitive paper  
2655 Flexible bulk containers

OMI Georgia Inc.  
TNS Mills, Inc. (2)  
TNS Mills, Inc.  
Matai (U.S.A.), Inc.

ATR Wire and Cable Co.  
•Dunlop Tire Corp.  
Menardi-Criswell Corp. (3)  
Menardi-Criswell Corp.

•MTEX of Puerto Rico Ltd. #  
Don Juan Manufacturing Corp.  
Anne Klein & Co.  
Donna Karan Co.  
•MTEX of Puerto Rico Ltd. #  
Don Juan Manufacturing Corp.  
General Fashions, Inc. (2)  
•Sanyo Sewing America Inc.  
•Menardi-Criswell Corp. (5)  
Helios Industries, Inc.  
AMTEX Inc.

•M-Tek Inc.  
•United Globe Nippon, Inc.

Takata Fisher Corp.

Olympic Wood Products Inc. (2)  
Portac Inc.  
California Woodfiber Corp.  
•Oliver America High Point  
Woodworking Co. Inc.

•Oliver America High Point  
Woodworking Co. Inc.  
Kosuga Furniture, Inc.  
Matsushita Electric of Puerto  
Rico, Inc.  
Pioneer Electronics Technology,  
Inc.  
Kosuga Furniture, Inc.

Bellemar Parts Industries Inc.  
•Bloomington Seating Co.  
Tri-Con Industries, Ltd. (2)  
Tri-Con Industries, Ltd.  
•Interkal, Inc. #

Alaska Pulp Corp.  
North Pacific Paper Corp. #  
•Kanzaki Specialty Papers Inc.  
Helios Container Systems Inc.

2657 Folding cartons  
2675 Paperboard-plastic material  
2679 Labels

#### Printing and Publishing

2711 Newspaper publishing  
2721 Periodicals publishing  
Periodicals publishing  
2731 Book publishing/printing  
2752 Offset printing  
Offset printing  
Self-adhesive lettering/decals  
for motor vehicles  
Trading stamps  
2791 Typesetting  
2796 Offset plates  
Offset plates  
Offset plates

Half-tone gravure plates

Lithographic plates  
Photopolymer printing plates

#### Chemicals and Related Products

2813 Specialty gases  
2816 Pigments  
2819 Iodine  
Iodine  
Fused magnesium oxide  
Fluorescent material for  
cathode ray tube displays  
Stable isotopes  
Industrial chemicals  
2821 Polyvinyl chloride resins  
Polyester resins  
Ethylene vinyl alcohol  
copolymer resins  
Methyl methacrylate-butadiene-  
styrene resins  
Specialty resins  
Polypropylene/polyethylene  
foam beads  
Polyvinyl chloride molding  
compounds  
Impact modifiers for plastics  
industry  
Polypropylene/polyethylene  
compounds  
2833 Vitamin B<sub>1</sub> mononitrate  
2834 Injectable drugs  
Garlic supplements  
2835 Medical immuno diagnostic  
reagents  
Reagents for medical electronic  
instruments  
2836 Blood products

•Toin Corp.  
•EFTEN Inc.  
•Toin Corp.

Hawaii Hochi, Ltd.  
Dempa Publications, Inc.  
Economic Salon, Ltd.  
Ishiyaku Euro America Inc.  
Asahi Graphic Arts Corp.  
Obun Hawaii, Inc.  
Kux Manufacturing Co.

Allied Stamp Corp.  
Hawaii-Typro, Inc.  
Daichi Seihan USA, Inc.  
Shindo International, Inc.  
•Toppan Printing Co. (America),  
Inc. (2)  
Toppan Printing Co. (America),  
Inc.  
Polychrome Corp.  
Napp Systems (U.S.A.), Inc.

Matheson Gas Products, Inc. (9)  
•Daicolor-Pope Inc.  
North American Brine Resources  
Woodward Iodine Corp.  
•Tateho America Inc.  
USR Optinix Inc.

•Isotec Inc.  
Polychrome Corp. (2)  
Shintech Inc.  
AZS Corp.  
EVAL Co. of America

Kaneka Texas Corp.

Polychrome Corp.  
•Arco-JSP Co. #

•K-Bin Inc.

Metco America Inc. #

•Color & Composite Technologies,  
Inc.  
Takeda Chemical Products U.S.A.  
Inc.  
LyphoMed Inc. (3) #  
Wakunaga of America Co., Ltd.  
•International Immunology Corp.

Toa Medical Electronics (U.S.A.),  
Inc.  
Alpha Therapeutic Corp.





|      |                                                               |                                                   |                                                                                                |                                            |
|------|---------------------------------------------------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------|
| 3449 | H beams                                                       | Crest Steel Corp. #                               | Metal fencing                                                                                  | Master-Halco, Inc.                         |
| 3462 | Steel forgings                                                | Tube Turns Inc.                                   | Wire cloth                                                                                     | •Michigan Dynamics, Inc. #                 |
| 3463 | Aluminum/titanium forgings                                    | International Light Metals Corp. #                | Electro-deposited copper foil                                                                  | Oak-Mitsui, Inc. #                         |
| 3465 | Automotive body stampings                                     | Diamond-Star Motors Corp.                         | 3497 Steel threading for oil/gas                                                               | VAM-PTS Co. #                              |
|      | Automotive body stampings                                     | Honda of America Manufacturing, Inc.              | drilling pipe                                                                                  |                                            |
|      | Automotive body stampings                                     | Mazda Motor Manufacturing (USA) Corp.             | 3499 Automotive seat frames                                                                    | Belleair Parts Industries Inc.             |
|      | Automotive body stampings                                     | New United Motor Manufacturing Inc.               | Automotive seat frames                                                                         | Kawasaki Motors Manufacturing Corp. U.S.A. |
|      | Automotive body stampings                                     | Nissan Motor Manufacturing Corp. U.S.A.           | Automotive seat frames                                                                         | Tri-Con Industries, Ltd.                   |
|      | Automotive body stampings                                     | •Toyota Motor Manufacturing, U.S.A., Inc.         | Permanent magnets                                                                              | Hitachi Magnetics Corp.                    |
|      | Automotive stamped metal parts                                | Ogihara America Corp.                             | Steel engineered products                                                                      | Tube Turns Inc.                            |
|      | Automotive stamped/welded internal structural components      | •Tomasco Mulcher Inc.                             | Aluminum sputtering targets                                                                    | •IHT Corp.                                 |
|      |                                                               | KTH Parts Industries Inc.                         |                                                                                                |                                            |
| 3469 | Lead frames for integrated circuits                           | International Leadframe Corp.                     | <u>Industrial and Commercial Machinery and Computer Equipment</u>                              |                                            |
|      | Lead frames for integrated circuits                           | Koltron Corp. #                                   | 3519 Diesel engine parts                                                                       | Hunt-Spiller Manufacturing Corp. #         |
|      | Lead frames for integrated circuits                           | Shinko Electric America Inc.                      | Turbocharger parts                                                                             | Globe Turbocharger Specialties, Inc. #     |
|      | Lead frames for integrated circuits                           | Sumitomo Metal Mining California Corp.            |                                                                                                | Kubota Tractor Corp.                       |
|      | Lead frames/other metal parts for integrated circuits         | Kaga USA Inc.                                     | 3523 Farm tractors                                                                             | Auburn Consolidated Industries Inc. #      |
|      | Metal stampings for integrated circuit lead frames            | UGM, Inc.                                         | 3524 Landscaping/agricultural equipment                                                        | Honda Power Equipment Manufacturing Inc.   |
|      | Battery casings                                               | Kaga USA Inc.                                     | Lawnmowers                                                                                     | Kubota Tractor Corp.                       |
|      | Perforated/expanded metal                                     | Diamond Perforated Metals Inc.                    | Lawnmowers                                                                                     | •Inertia Dynamics Corp. #                  |
| 3471 | Plating/repair of press molds                                 | •Teikoku Corp. (2)                                | Weed trimmers, leaf blowers, rototillers                                                       | Komatsu America Manufacturing Corp.        |
| 3479 | Electroplating of steel sheets                                | L-S Electro-Galvanizing Co. #                     | 3531 Wheel loaders, dump trucks, hydraulic excavators, bulldozers/other construction equipment |                                            |
|      | Galvanizing/aluminizing of steel sheets                       | •Wheeling-Nisshin Inc.                            | Hydraulic truck cranes, construction equipment parts                                           | •Link-Belt Construction Equipment Co. #    |
|      | Coating/repair of continuous steel casting molds              | Sumitec Inc.                                      | Construction equipment                                                                         | Kubota Tractor Corp.                       |
|      | Coating of cutting tools/other products with titanium nitride | •IHT Corp.                                        | 3534 Elevators, escalators                                                                     | Fujitec America, Inc.                      |
| 3491 | Directional air valves                                        | SMC Pneumatics, Inc.                              | 3535 Conveyors                                                                                 | NKC of America, Inc.                       |
| 3493 | Automotive coil suspension springs                            | •GHR-Associated Spring Suspension Components Inc. | Conveyors                                                                                      | •Tsubaki Conveyor of America, Inc.         |
|      | Automotive leaf springs                                       | •Toyoshima Service Spring Co.                     | 3537 Automated materials handling systems                                                      | •Hitachi Zosen Clearing Inc.               |
|      | Expansion valves for automotive air conditioning systems      | Fuji Koki America Inc.                            |                                                                                                |                                            |
| 3495 | Precision springs                                             | Kato Spring Inc.                                  | 3541 Machining centers                                                                         | Hitachi Seiki U.S.A. Inc.                  |
|      | Precision springs                                             | Kato Spring of Georgia Inc.                       | Machining centers                                                                              | •Kitamura Machinery of U.S.A. Inc.         |
|      | Precision springs                                             | Kiken Spring Inc. #                               | Machining centers                                                                              | LeBlond Makino Machine Tool Co.            |
| 3496 | Stranded steel wire for prestressed concrete                  | Sumiden Wire Products Corp.                       | Machining centers                                                                              | Mazak Corp.                                |
|      | Stranded wire cable for prestressed concrete                  | Shinke Wire America, Inc.                         | Machining centers                                                                              | Mori Seiki U.S.A. Inc.                     |
|      | Chain link                                                    |                                                   | Numerically controlled lathes                                                                  | Ooya U.S.A., Inc.                          |
|      | Fittings for metal fencing                                    | Master-Halco, Inc.                                | Numerically controlled lathes                                                                  | •Toyoda Machinery USA Inc.                 |
|      |                                                               | Master-Halco, Inc.                                | Numerically controlled lathes                                                                  | Hitachi Seiki U.S.A. Inc.                  |
|      |                                                               |                                                   | Surface grinders                                                                               | Mazak Corp.                                |
|      |                                                               |                                                   | Surface/jig grinders                                                                           | •Miyano Machinery USA, Inc.                |
|      |                                                               |                                                   | Radial drills                                                                                  | Mori Seiki U.S.A. Inc.                     |
|      |                                                               |                                                   | 3542 Stamping presses                                                                          | Okuma Machinery Inc.                       |
|      |                                                               |                                                   | Numerically controlled turret punch presses                                                    | •Toyoda Machinery USA Inc.                 |
|      |                                                               |                                                   | Riveting machines                                                                              | •Okamoto Corp.                             |
|      |                                                               |                                                   |                                                                                                | Mitsui Precision Machinery Corp.           |
|      |                                                               |                                                   |                                                                                                | Ooya U.S.A., Inc.                          |
|      |                                                               |                                                   |                                                                                                | •Hitachi Zosen Clearing Inc. (3)           |
|      |                                                               |                                                   |                                                                                                | P.S. Sonolke Co., Inc.                     |
|      |                                                               |                                                   |                                                                                                | VSI Automation Assembly, Inc.              |

- 3544 Welding positioners  
Plastic molds for injection molding  
K.N. Aronson Inc.  
●Kyowa Industrial Co., Ltd.
- 3545 Ceramic cutting tools  
Taps, dies, end mills  
Kyocera Feldmuehle Inc.  
Sossner Tap & Tool Corp.
- 3546 Power handtools  
Power handtools  
Makita Corp. of America  
●Ryobi Electric Tool Manufacturing Inc.  
●NGK Metals Corp.  
Megatool, Inc.
- Safety power handtools  
Carbide drills, routers, chip savers, linear motion guides
- 3548 Robotic systems  
Gas-cutting equipment  
GMF Robotics Corp.  
K.N. Aronson Inc.
- 3552 Knitting machines  
Hosiery finishing machinery  
Monogramming/embroidery machinery  
●Shima Seiki U.S.A. Inc.  
●Takatori Intech Corp.  
Barudan America Inc.
- 3554 Pulp/paper making machinery  
3555 Electronic page makeup systems/  
color scanners for graphic arts industry  
●Beloit Corp. (10) #  
Dainippon Screen Engineering of America Inc.
- 3559 Dust removal/inspection equipment for silicon wafers  
Wafer fabrication/handling equipment  
Inspex, Inc.
- Semiconductor production equipment  
Semiconductor assembly equipment  
●Siltec Corp., Cybeq  
●Samco-March  
YKC-Yamada Industries Inc.
- Automated automotive welding, assembly/framing systems  
Auxiliary equipment for plastics molding machines  
●Sanyo Machine America Corp.  
●Matsui America, Inc.
- Vacuum coating equipment  
Ulvac North America Corp.
- 3561 Pumps for low-temperature liquids  
Cryodynamics Co.-Ebara Group
- 3562 Ball bearings  
American Koyo Bearing Manufacturing Corp.  
American NTN Bearing Manufacturing Corp.  
IKS American Corp.  
NSK Corp. (2)  
NTN Elgin Corp.  
New Hampshire Ball Bearings Inc. (2)  
New Hampshire Ball Bearings Inc.
- Miniature/instrument ball bearings  
Tapered roller bearings  
American Koyo Bearing Manufacturing Corp.  
NTN-Bower Corp. (2)  
NTN Elgin Corp.  
NTN-Bower Corp.  
New Hampshire Ball Bearings Inc.  
New Hampshire Ball Bearings Inc.
- Tapered roller bearings  
NTN-Bower Corp. (2)  
NTN Elgin Corp.  
NTN-Bower Corp.  
New Hampshire Ball Bearings Inc.  
New Hampshire Ball Bearings Inc.
- 3563 Robotic systems  
GMF Robotics Corp.
- 3564 Fans/blowers for communications/  
computer equipment  
IMC Magnetics Corp. (2)
- Small horsepower fans for computer motors  
Fans  
Nidec Corp.
- 3565 Powder handling equipment  
Labeling/heat-shrink packaging machines  
Hansen Manufacturing Co., Inc.  
Mikropul Corp.  
●Shibuya America Corp., Kris-Tech Division
- 3566 Speed reducers, gearmotors, speed variators  
Sumitomo Machinery Corp. of America (3)
- 3568 Engineering/conveyor chain  
Chain assemblies  
Sprockets  
●U.S. Tsubaki, Inc.  
U.S. Tsubaki, Inc.  
U.S. Tsubaki, Inc. (2)  
Mac-Spec Bando American, Inc.  
GMF Robotics Corp.  
VSI Automation Assembly, Inc.  
FEC Inc.  
Electro-Plasma, Inc.  
Matheson Gas Products, Inc. (9)
- 3569 Robotic systems  
Robotic systems  
Electronic fastening systems  
Plasma spray equipment  
Specialty gas handling equipment  
●Michigan Dynamics, Inc. #  
Ando Screen Inc.
- Filtration systems  
Screening equipment for liquid-solid separation  
Membrane modules  
Industrial filters  
Aerospace filters  
Nitto Denko Technical Corp.  
●Michigan Dynamics, Inc. (2) #  
●Michigan Dynamics, Inc. #  
Amdahl Corp. #  
Epson Portland Inc.  
NEC Home Electronics (U.S.A.), Inc.  
NEC Information Systems, Inc.  
Toshiba America, Inc.  
Alps Electric (U.S.A.), Inc.  
Amdahl Corp. #  
Fujitsu America, Inc.  
Hitachi Computer Products (America), Inc.  
Racet Computes, Ltd. #
- 3571 Mainframe computers  
Personal computers  
Personal computers  
Epson Portland Inc.  
NEC Home Electronics (U.S.A.), Inc.  
NEC Information Systems, Inc.  
Toshiba America, Inc.  
Alps Electric (U.S.A.), Inc.  
Amdahl Corp. #  
Fujitsu America, Inc.  
Hitachi Computer Products (America), Inc.  
Racet Computes, Ltd. #
- 3572 Computer disk drives  
Computer disk drives  
Computer disk drives  
Computer disk drives  
Computer mass storage subsystems  
Epson Portland Inc.  
NEC Information Systems, Inc.  
Okidata Group  
Alps Electric (U.S.A.), Inc.  
NMB/Hi-tek Corp.  
SMK Manufacturing Inc.  
Alps Electric (U.S.A.), Inc.  
Data Ray Corp.
- 3577 Computer printers  
Computer printers  
Computer printers  
Computer keyboards  
Computer keyboards  
Computer keyboards  
Computer input devices  
High-resolution video display monitors  
●Brother Industries (U.S.A.) Inc.  
Amano America Manufacturing Inc.
- 3579 Portable electric typewriters  
Time recording/controlling equipment  
Calhac Inc.
- 3585 Automotive air conditioning systems  
Automotive air conditioning systems  
Automotive air conditioning systems  
Automotive air conditioning systems  
Calsonic, Inc.  
Calsonic Manufacturing Corp.  
Nippondenso of Los Angeles Inc.





# Transportation Equipment

|      |                                                  |                                            |      |                        |                                              |
|------|--------------------------------------------------|--------------------------------------------|------|------------------------|----------------------------------------------|
| 3711 | Cars                                             | Diamond-Star Motors Corp.                  | 3743 | Subway cars            | Kawasaki & Nissho Iwai Yonkers Works         |
|      | Cars                                             | Honda of America Manufacturing, Inc.       |      | Subway cars            | •Sumirail Inc.                               |
|      | Cars                                             | Mazda Motor Manufacturing (USA) Corp.      | 3751 | Motorcycles            | Honda of America Manufacturing, Inc.         |
|      | Cars                                             | New United Motor Manufacturing Inc.        |      | Motorcycles            | Kawasaki Motors Manufacturing Corp. U.S.A.   |
|      | Cars                                             | Nissan Motor Manufacturing Corp. U.S.A.    |      | All-terrain vehicles   | Kawasaki Motors Manufacturing Corp. U.S.A.   |
|      | Cars                                             | •Toyota Motor Manufacturing, U.S.A., Inc.  |      | Motorcycle engines     | Honda of America Manufacturing, Inc.         |
|      | Pickup trucks                                    | Nissan Motor Manufacturing Corp. U.S.A.    |      | Bicycle caliper brakes | Dia-Compe, Inc.                              |
| 3713 | Cargo beds for pickup trucks                     | Toyota Auto Body Inc. of California        | 3799 | Golf carts             | •Yamaha Motor Manufacturing Corp. of America |
| 3714 | Automotive arm bushing/joint assemblies          | Musashi U.S.A. Inc.                        |      | Jet skis               | Kawasaki Motors Manufacturing Corp. U.S.A.   |
|      | Automotive disc/drum brake assemblies/components | •AMBRAKE Corp.                             |      | Mini marine vehicles   | •Yamaha Motor Manufacturing Corp. of America |
|      | Automotive control cables                        | Hi-Lex Corp.                               |      |                        |                                              |
|      | Automotive catalytic converters                  | Bellemar Parts Industries Inc.             |      |                        |                                              |
|      | Automotive engines                               | Honda of America Manufacturing, Inc.       |      |                        |                                              |
|      | Automotive exhaust systems                       | Bellemar Parts Industries Inc.             |      |                        |                                              |
|      | Automotive exhaust systems                       | Calsonic Manufacturing Corp.               |      |                        |                                              |
|      | Automotive fuel, air/oil filters                 | •Union-Sangyo of America Inc.              |      |                        |                                              |
|      | Automotive governor gears                        | •TG (U.S.A.) Corp.                         |      |                        |                                              |
|      | Automotive heaters                               | Nippondenso Manufacturing U.S.A., Inc.     |      |                        |                                              |
|      | Automotive horn pad assemblies                   | Izumi Corp.                                |      |                        |                                              |
|      | Mechanical/other automotive components           | •Aisin U.S.A. Inc.                         |      |                        |                                              |
|      | Automotive radiators                             | Calsonic Manufacturing Corp.               |      |                        |                                              |
|      | Automotive radiators                             | Nippondenso Manufacturing U.S.A., Inc.     |      |                        |                                              |
|      | Automotive sound control products                | •United Globe Nippon, Inc.                 |      |                        |                                              |
|      | Automotive turbochargers                         | Warner-Ishi Corp.                          |      |                        |                                              |
|      | Aluminum automotive wheels                       | Cast Forge Co. #                           |      |                        |                                              |
|      | Aluminum automotive wheels                       | •Central Manufacturing Co.                 |      |                        |                                              |
|      | Aluminum automotive wheels                       | Enkei America Inc.                         |      |                        |                                              |
|      | Aluminum automotive wheels                       | Honda of America Manufacturing, Inc.       |      |                        |                                              |
|      | Steel automotive wheels                          | •Central Manufacturing Co.                 |      |                        |                                              |
|      | Steel automotive wheels                          | Bellemar Parts Industries Inc.             |      |                        |                                              |
|      | Steel automotive wheels                          | Topy Corp.                                 |      |                        |                                              |
|      | Automotive windshield washers                    | Nippondenso Manufacturing U.S.A., Inc.     |      |                        |                                              |
|      | Automotive windshield wiper motors               | •Jideco of Bardstown, Inc.                 |      |                        |                                              |
| 3728 | Aircraft propellers                              | Pacific Propeller, Inc.                    |      |                        |                                              |
|      | Aircraft interior equipment                      | Japan Aircraft Maintenance (America), Inc. |      |                        |                                              |
|      | Aircraft components                              | IMC Magnetics Corp.                        |      |                        |                                              |

## Precision, Medical and Photographic Equipment

|      |                                                                                                 |                                       |
|------|-------------------------------------------------------------------------------------------------|---------------------------------------|
| 3812 | Aircraft flight instruments                                                                     | United Instruments, Inc.              |
| 3822 | Temperature sensors/electric heating elements                                                   | ARI Industries, Inc.                  |
| 3823 | Analytical measuring instruments                                                                | Horiba Instruments Inc.               |
|      | Flowmeters, strip chart recorders, panel meters, field test equipment                           | Yokogawa Corp. of America             |
| 3824 | Automotive instrument clusters (speedometer, tachometer, fuel gauge/temperature gauge)          | •New Sabina Industries Inc.           |
|      | Automotive speedometers, tachometers, fuel gauges, temperature gauges/instrument clusters       | •VDO-YAZAKI Corp.                     |
| 3825 | Semiconductor test equipment                                                                    | SiScan Systems, Inc. #                |
|      | Video measuring equipment                                                                       | Hamamatsu Photonic Systems Corp.      |
|      | Parts for coordinate measuring machines                                                         | MTI Engineering Corp.                 |
| 3826 | Blood chemistry analyzers                                                                       | Hitachi Instruments, Inc.             |
|      | Gas/liquid chromatographs                                                                       | Hitachi Instruments, Inc.             |
|      | Gas/liquid chromatographs                                                                       | Shimadzu Scientific Instruments, Inc. |
|      | Spectrophotometers                                                                              | Hitachi Instruments, Inc.             |
|      | Spectrophotometers                                                                              | Shimadzu Scientific Instruments, Inc. |
| 3827 | Laser inspection equipment                                                                      | •QC Optics, Inc.                      |
|      | Fiber-optic components                                                                          | •Poly-Optical Products Inc. #         |
|      | Optical prisms                                                                                  | •Pyramid Optical Corp.                |
|      | Lens coating                                                                                    | Pentax Ophthalmic Inc.                |
| 3829 | Geophysical equipment                                                                           | Oyo Corp. U.S.A.                      |
|      | Viscosimeters/other testing equipment                                                           | Shimadzu Scientific Instruments, Inc. |
| 3841 | Blood collection tubes/other disposable medical products, digital thermometers, diagnostic kits | Terumo Medical Corp.                  |

|      |                                                                              |                                  |                                   |                                                 |                                      |
|------|------------------------------------------------------------------------------|----------------------------------|-----------------------------------|-------------------------------------------------|--------------------------------------|
| 3841 | Auto-refractometers,<br>photocoagulators/other<br>ophthalmologic instruments | Nidek Inc.                       | 3873                              | Quartz clocks/watches<br>Quartz clock movements | Seiko Time Corp.<br>Takane USA, Inc. |
| 3843 | Dental chairs/other dental<br>equipment                                      | Takara Co. New York, Inc.        | <u>Miscellaneous Manufactures</u> |                                                 |                                      |
| 3844 | X-ray intensifying screens for<br>medical use                                | MCI Optinix Inc.                 | 3931                              | Pianos                                          | Kawai America Corp.                  |
| 3845 | Nuclear magnetic resonance<br>spectrometers/imaging<br>systems               | •Phospho-Energetics Inc. #       |                                   | Pianos, electric organs                         | Yamaha Music Manufacturing, Inc.     |
|      | Ultrasound diagnostic<br>equipment                                           | •MedaSonics, Inc.                |                                   | Brass/woodwind instruments                      | Yamaha Musical Products Inc.         |
|      | Medical diagnostic equipment                                                 | Toshiba America, Inc.            |                                   | Musical drums                                   | Pearl International Corp. (4)        |
|      | Laser-electro optics                                                         | Zygo Corp. #                     | 3949                              | Golf clubs                                      | Daiwa Corp.                          |
| 3861 | Copiers                                                                      | Canon Virginia Inc.              |                                   | Golf clubs                                      | Honma Golf, Inc.                     |
|      | Copiers                                                                      | Ricoh Electronics, Inc.          |                                   | Golf clubs                                      | Mizuno Golf Co.                      |
|      | Photosensitive drums for<br>copiers                                          | Canon Business Machines Inc.     |                                   | Golf club heads                                 | NTB Greenville, Inc.                 |
|      | Photosensitive drums for<br>copiers                                          | Ricon Electronics, Inc.          |                                   | Fishing rods, reels/tackle                      | Daiwa Corp.                          |
|      | Photosensitive drums for<br>copiers                                          | U.S. Fuji Electric Inc.          |                                   | Tennis rackets, football<br>equipment           | NTB Greenville, Inc.                 |
|      | Sorters for copiers, copier<br>harnesses                                     | Ricoh Electronics, Inc.          | 395                               | Diving equipment                                | Tabata USA Inc.                      |
|      | Toner for copiers                                                            | Canon Business Machines Inc.     |                                   | Writing instruments                             | Anja Engineering Corp.               |
|      | Toner for copiers                                                            | Ricoh Electronics, Inc.          |                                   | Writing instruments                             | Pentel of America, Ltd.              |
|      | Toner for copiers                                                            | •Toshiba America, Inc.           |                                   | Writing instruments                             | Tokai of America Inc.                |
|      | Toner/developer for copiers                                                  | Tomogawa (U.S.A.) Inc.           | 3951                              | Ballpoint pens                                  | •Pilot Corp. of America              |
|      | Thermal-sensitive paper                                                      | Ricoh Electronics, Inc.          | 3953                              | Pre-inked rubber stamps                         | Shachihata Inc. (U.S.A.) (2)         |
|      | 35 mm sound slide/overhead<br>projectors                                     | •Eiki International Inc.         |                                   | Textile printing screens                        | TKG International Corp.              |
|      | Video camera systems                                                         | Hamamatsu Photonic Systems Corp. | 3955                              | Typewriter ribbon cartridges                    | Canon Business Machines Inc.         |
|      | Camera systems for<br>lithographic use                                       | •Rachwal Systems Inc.            | 3961                              | Costume jewelry                                 | K. Goodfield & Co.                   |
|      | Photographic film                                                            | Polychrome Corp.                 | 3965                              | Zippers                                         | YKK (U.S.A.) Inc.                    |
|      |                                                                              |                                  | 3993                              | Building signs                                  | Kux Manufacturing Co.                |
|      |                                                                              |                                  | 3999                              | Coin-operated video game<br>machines            | Atari Games Corp.                    |
|      |                                                                              |                                  |                                   | Coin-operated game machines                     | Universal Distributing Inc.          |
|      |                                                                              |                                  |                                   | Barber/beauty shop chairs                       | Koken Manufacturing Co., Inc.        |
|      |                                                                              |                                  |                                   | Beauty shop chairs/other<br>furniture           | Takara Co. New York, Inc.            |
|      |                                                                              |                                  |                                   | Shoji screens                                   | Kuroi International Corp.            |
|      |                                                                              |                                  |                                   | Disposable cigarette lighters                   | Tokai of America Inc.                |
|      |                                                                              |                                  |                                   | Candles                                         | W-meyama U.S.A. Inc.                 |
|      |                                                                              |                                  |                                   | Men's custom hairpieces                         | Aderans & Alfieri Inc.               |

• Previously unlisted plants that went into operation during 1986 or were under construction on December 31, 1986, as well as acquisitions that were finalized in 1986.

# Japanese minority-owned companies.

Note: Product lines are grouped in terms of the 1987 Standard Industrial Classification. A number in parentheses indicates that the relevant company produces its product line at more than one location.

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\$50